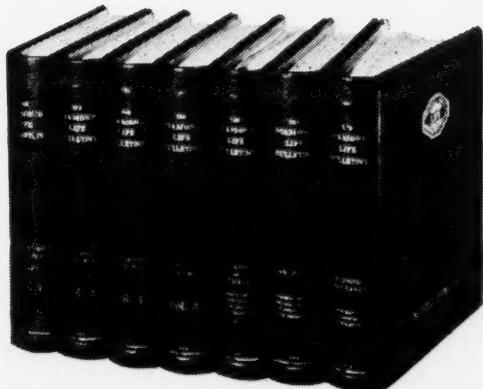


The NATIONAL UNDERWRITER

Life Insurance Edition

How to Get Enthusiastic About Your Job!



Have you ever noticed how difficult it is to become enthusiastic about more than one idea at a time?

Have you ever noticed how production picks up when one particular Life Insurance idea becomes important to you?

Apparently, that's the way enthusiasm works—one idea at a time becoming all important to the salesman.

But important ideas don't just "jump out of the blue." Furthermore, sometimes a salesman will "work himself out" on one idea and thus he thrashes around to find some other idea which he can make important to himself.

It follows then that if an Underwriter wants to keep himself continuously enthusiastic about his work, he has got to provide for himself a continuous flow of new ideas—fresh ideas which are practical and are being successfully used by other Underwriters like himself.

Magazines, training courses, conventions, home office house organs all provide such enthusiasm-building ideas. But, there is probably no source of selling ideas available today which is so complete as the seven volumes of The Diamond Life Bulletins, supplemented by the monthly issues of the Salesmanship Section. Everything is here, and thousands of Managers and Underwriters agree with Louis Cerv—one of the greatest builders of men this business has ever known—when he said: "There is stuff in the Diamond Life Bulletins which is worth a million dollars to the Life Insurance salesman."

If this Salesmanship Section is already in your Agency Room, we suggest that you use it as a constant source of new, enthusiasm-building ideas. If your Agency does not have it, we shall be glad to send further information upon request.

THE DIAMOND LIFE BULLETINS
420 East Fourth Street
A National Underwriter Publication

Cincinnati, Ohio

FRIDAY, JULY 9, 1943



The Lure that Fills the Creel Today

IF YOU'VE ever done any trout fishing, you know that the trout's taste for flies and lures changes with weather and stream conditions. If the water is high, a bucktail may get the best results; if it's low and clear, sometimes the only thing he will rise for is a small dry fly.

The same is true with Life insurance prospects. At one time they all seem to want investment plans of Life insurance; at another, pure protection is what interests them.

Today the Life insurance prospect is interested in low cost protection. It is easy to understand why. War Bonds are absorbing his investment funds. Rising living costs necessitate increased protection for his family, but increased taxes make it imperative that

every dollar buy the maximum amount of Life insurance protection.

The new Travelers Term Expectancy-Triple Protection plan is the lure that fills the creel today. It provides from \$7,500 to \$75,000 Life insurance protection, for the next twenty years, at a lower cost per \$1,000 than The Travelers—for over 75 years, a low cost company—has ever before offered long term Life insurance protection. This plan offers attractive conversion features, a cash value, reduced premiums after 20 years and continuance of one third of the insurance until the buyer reaches his life expectancy. Many Travelers representatives have discovered that a brief explanation of Term Expectancy-Triple Protection is all that is required to make a sale.

THE TRAVELERS INSURANCE COMPANY
HARTFORD, CONNECTICUT

Bond Concerns Are Pursued by Some Relentless Fate

Investors Syndicate of Minneapolis Is Pilloried by SEC

Bond investment concerns seem to be victims of a relentless fate because none of them has emerged with credit and satisfaction to its holders. Many years ago there was a big crop of Iowa 10-year bond companies and all are now in the graveyard. Then came two larger and more pretentious institutions, the Fidelity Investment Association of Wheeling, which later changed its name to Fidelity Assurance Company, and the Investors Syndicate of Minneapolis. The Wheeling company was cracked down on by the federal government and is now in the hands of a receiver. The Investors Syndicate of Minneapolis was the more aristocratic one of the kind and was counted more substantial.

Fraudulent Practices Charged

However, the Securities & Exchange Commission moved last week in the federal district court at Minneapolis with a restraining order to halt what it termed "fraudulent practices." The SEC office said it was the largest case that it ever handled. In addition to the Investors Syndicate proper are the Investors Syndicate of America, which is a Minnesota corporation along with the parent company and the Investors Mutual, a Nevada corporation, both subsidiaries. The case will come up for a hearing Friday of this week on the SEC motion for a temporary restraining order. Business of the three syndicates is "frozen" pending the hearing.

E. E. Crabb, president of the three institutions, issued a statement, "because of the nature of these charges which we firmly deny." He further asserted, "This action does not question the solvency of these companies and no certificate holder need to be disturbed as to the soundness of his investment."

Fifteen Year Bond Issued

The three companies issue 15 year investment contracts. The demand for appointment of a receiver for the Investors Syndicate came after four SEC requests including those for temporary restraining order and for preliminary and final injunction. The SEC declared, "immediate and irreparable injury, loss and damage will result to many thousands of certificate holders throughout the United States" unless the restraining order is granted. It further says, "such restraining is necessary to prevent these corporate defendants from profiting by any change in the position of certificate holders and to prevent multiplicity of suits to permit the courts to do complete equity and justice."

The SEC complaint said the Investors Syndicate sold certificates with a face value of more than 1½ billion dollars between 1925 and 1940. Since Jan. 1, 1941, Investors Syndicate as principal underwriter of the other two was alleged to have been guilty of "gross misconduct and gross abuse of trust" in respect to the concern in "sales switching operations and offers of exchange involving double loading deductions, fees, charges and selling commissions."

"Sales switching" is explained as per-

Sees No Decline in War-Fostered Market

NEW YORK—The war-fostered market for business life insurance, pension plans, group cases, and sales of individual personal insurance to executives and employees of war plants should continue unabated despite widely prevalent rumors that many war contracts will be called to a sudden halt in the very near future.

A special study made by the Research Institute of America in cooperation with military officials responsible for war procurement shows that these reports are incorrect, that there is no oversupply except in a few isolated but overpublicized cases and that war procurement will show little, if any, letup for the full 12 months ahead, barring a sudden collapse of Germany a factor not contemplated in the present procurement program and plans.

While the construction of additional plant capacity is with few exceptions already curtailed, the study supports the conclusion that there will be an enormous and continuing demand for production of war materials, pointing out that most divisions of American troops in training or awaiting embarkation are not yet fully supplied; requirements of our allies are growing; aid to China in the form of munitions and supplies will multiply each month, particularly with shipping available for the first time in recent weeks; Mexico's request for \$400 million worth of used machinery represents a sizable withdrawal from this country, which must be replaced; Russia's demands for aid are not only becoming more aggressive

but recent factors assure that a greater proportion will be met. These factors are improved diplomatic relationships, dissolution of the Third International, and the amazing improvement in shipping due to control of the Mediterranean and our success in fighting the submarines.

One of the most important factors in continuing production demands will be the needs of invasion and reoccupation. In many areas the needs following invasion and reoccupation will be greater than those needed for the actual invasion. Failure to appreciate the magnitude of these needs, both in the field of food and of durable goods, has led to much business thinking and some business forecasting based on the expectation that once an adequate supply of munitions has been built up, industry will be free to return to its previous civilian production but the institute's study shows that this assumption skips an entire phase of total war production—the needs of reoccupation and rehabilitation.

The study indicates that in addition to curtailment of the plant expansion program it is likely that by the end of this year many if not all of the heavier munitions will have been manufactured in quantity great enough to meet the army's needs. However, in spite of excess inventories in some foods the demand of the military for food will continue to increase with the continued growth and activity of the army and navy.

Sees Too Much Emphasis on Independent Status

Prompted by the editorial, "Pay System Must Be Work System," in the June 18 issue of THE NATIONAL UNDERWRITER, a prominent home office agency executive comments as follows:

"It is my own feeling that unquestionably some adjustment has to be made in the compensation for new appointees in their first two contract years in order to prevent the heavy indebtedness that they find themselves confronted with once they have had an education. At the same time I believe that there has to be the commission incentive there even in the first two contract years. I also believe that some adjustment should be made in the commission arrangements with the older men, perhaps lowering the first commission and increasing the first renewal in order to improve persistency in the most critical period and thereafter provide only a collection fee so long as the contract is in force. I believe that one of the evils of the business is the substantial amount of vested commissions that are being paid to men no longer in the business whereas this money should be going back to those who are giving service to their company.

Work Habits and Sales Plans

"You are entirely correct that no system will overcome the necessity for both company and general agents developing a system of proper work habits and sales plans.

"It seems to me that one of the biggest evils has been the emphasis that has been placed upon the agent as an

(CONTINUED ON PAGE 20)

N.A.L.U. Takes Up War Camp Issue Raised in Wis.

John Sisk, Bankers Life of Iowa and president of the Milwaukee Association of Life Underwriters, has announced that the National Association of Life Underwriters is interested in the investigation that is taking place in Wisconsin in the activities of a Texas company that is not licensed in the state but is actively soliciting men in uniform to buy life insurance without war clause. This company, it is understood, is selling a maximum of \$1,000 per man on endowment and limited payment forms. Commissioner Dule of Wisconsin has exhibited interest in the situation and the Milwaukee Association of Life Underwriters has taken up the cudgel. Mr. Sisk reported the fact to the N.A.L.U. and suggested that the national organization might desire to take some action.

James E. Rutherford, executive vice-president of the N.A.L.U., stated that the facts had been presented before Col. William F. Harrell, chief of the life insurance subsection of the army adjutant general's office.

Mr. Rutherford stated that the N.A.L.U. is interested. With few exceptions, he said, life insurance representatives have been welcomed into army camps and naval establishments all over the country "and have not abused the privileges granted them."

"We shall not hesitate a moment to urge prompt action against any who do violate the confidence expressed in us by leaders of the military and naval establishments to take advantage of the courtesies extended us by them. Certainly an investigation should prove helpful to all concerned."

Col. Robbins Dies After Prolonged Illness of Months

Served American Life Convention as Manager and General Counsel

Col. Charles Burton Robbins, manager and general counsel American Life Convention, died at St. Luke's Hospital, Cedar Rapids, Ia., Monday morning. The funeral was held in that city Thursday afternoon. The body



COL. C. B. ROBBINS

was taken to Washington, D. C., for burial in Arlington Cemetery.

Following the annual meeting last October Colonel Robbins went to a Chicago hospital and had his gall bladder removed. His heart became affected and he was in a critical condition from time to time. A few weeks ago he felt there was a turn for the better and wrote letters to his friends saying that in his opinion he had crossed the danger line. However in more recent weeks he became discouraged at his condition, believing that he was undergoing a losing fight. He had been at St. Luke's Hospital in Cedar Rapids since January. He was a trustee of the institution. He went to Arizona and remained there for a while after his experience in Chicago, but longed to get to his old home at Cedar Rapids.

Col. Robbins' Career

He was born in Hastings, Ia., Nov. 6, 1877, graduated from the University of Nebraska in 1898, studied law at Columbia University and was admitted to the Iowa bar in 1904. He served in the Spanish American war, in the Philippine insurrection and the first world war. He was commander of the Iowa department of the American Legion and served as superior court judge in Cedar Rapids. When Colonel Hanford MacNider of Iowa resigned as assistant Secretary of War in 1928 President Coolidge appointed Colonel Robbins to the post. Immediately he became insistent for a movement for

(CONTINUED ON PAGE 20)

Bureau, Managers' Committees State Compensation Aims

Seek to Reward Career Agents and Those Who Develop Them

NEW YORK—Subcommittees of the New York City Life Managers Association and the Life Insurance Sales Research Bureau which are studying the important question of changes in methods of agents' compensation agreed at their meeting here that the objectives seem to be a compensation plan which gives the career man of the business a greater feeling of security by providing an adequate income for his services during his productive period and a satisfactory retirement plan for his old age; an adequate compensation plan for the general agent or manager who has the ability to attract, train, and direct such men; and that these objectives should be attained at the lowest possible cost to policyholders, consistent with adequate service.

It was agreed that while changes in compensation are important factors in stabilizing and increasing agents' earnings the importance of adequate sales management was also emphasized. Some members of the committees have felt that this phase of the problem has received too little consideration in the discussions of the broad problem of agents' compensation. They feel that sales management, both from the home office agency department and the agency head, whether general agent or manager, is a vitally important factor in stabilizing agents' earnings.

Must Eliminate Unfit

It was pointed out that before agents' earnings could be increased and stabilized the proper type of man continually attracted to the business, companies as a whole must rather quickly face the problem of eliminating the man who is obviously not qualified for the business. No compensation plan, in the committees' opinion, will solve the problem of the man unqualified for success in the business.

The unfit agents responsible for the large turnover figures are making it more difficult not only for the successful producer in the business but also more difficult to attract the type of career man the business is seeking and the committees feel that these men could be eliminated rather quickly through the cooperation of the management of all companies. By placing greater importance on sales management, both in the agency departments and in the field, it was felt that even under present compensation plans the earnings of the agent could be considerably increased.

Improved Compensation Plans Vital

The committees were unanimous, however, in the opinion that improved and perhaps more modern compensation methods were desirable. Approximately 50 companies have adopted some form of pension plan for their agents and 18 companies have adopted some variation of the so-called "bureau plan" which advocates lower first-year commissions with continuing service fees.

Another meeting of the committees was scheduled for Aug. 27, at which time definite proposals for new methods of compensation will be discussed,

(CONTINUED ON PAGE 20)

Welch Becomes Full Vice-president

Equitable Society Advances Official in Charge of Group Lines

Vincent S. Welch has been appointed vice-president of Equitable Society in charge of the group insurance department.

He entered the life business with that company in April, 1929, after an outstanding record as football coach at Hobart College, Geneva, N. Y. He had been a star back on crack football teams of University of Pennsylvania and



VINCENT S. WELCH

turned to coaching after overseas service in the former war as an infantry captain. Mr. Welch was on the faculty of Hobart College as well as director of athletics and for a decade turned out elevens that earned for the college wide fame in college football.

He long was a firm believer in life insurance. While doing his coaching work Mr. Welch was secretary of the Geneva chamber of commerce, finance committee chairman of the Geneva Bank and directing head of a number of other civic organizations and movements.

He joined Equitable Society to assist in direction of a national campaign to write \$100,000,000 of group protection in 100 days, a campaign objective which was exceeded. Mr. Welch went into the field as an Equitable agent at Rochester, N. Y., and soon demonstrated he was a salesman of unusual ability so he was drafted to the home office in January, 1930. Before long he was appointed regional group supervisor for greater New York and under his direction New York group sales set an all time record.

He was named manager of the group department in October, 1933, to direct the nationwide sale of group insurance and since then year after year despite depressed business conditions Equitable

Sees Check in Downward Trend

Institute Believes the Recession Has About Run Its Course

The Institute of Life Insurance finds a check in the downward trend of the net rate of interest earned by life companies in this country on their invested policyholder funds. Last year the net yield was 3.4% as compared with 3.41% in 1941. The net rate of interest earned in 1940 was 3.61 and in 1939, 3.7, marking the downward trend which has continued with only slight halts over a period of 14 years.

Reflects Number of Factors

The Institute says that last year's experience reflects a number of special circumstances which have combined to produce an interest rate close to the previous year's figure. The greater prosperity enjoyed by both industry and agriculture is reflected in the earnings on funds invested in business securities and mortgages. Specifically the net income from both farm and city real estate holdings was higher. The companies benefited by the collection of interest due in past years and the earnings of railroads and other businesses in which the companies have investments improved. Fuller investments of resources resulting from a reduction in cash was another factor upsetting the downward trend. While new corporate financing continued light in volume companies as a whole were able to make some new mortgage loans both on business and residential properties at satisfactory rates.

The Institute states that the increasing flow of policyholders funds in aid of the war financing program will probably be the most important single influence in determining the trend of investment earnings of life companies over the next several years. Approximately 30% of their assets are in United States bonds and the bulk of the current funds are being directed to these securities.

Morris Is Campaign Winner

Thomas B. Morris of the home office agency of Ohio State Life won first place in a two-month campaign. J. C. McFarland of Cincinnati was second and R. J. Geary of Fremont third.

group sales have gone on to new records.

Mr. Welch was appointed a second vice-president in February, 1937, and later that year was transferred to Chicago to supervise the agencies in the central and western sections of the country. He returned to New York in 1939 to handle executive duties in the group and ordinary departments.

Figures for First Six Months

	New Paid Business 1943	New Paid Business 1942	Inc. in Ins. in Force 1943	Inc. in Ins. in Force 1942
American Home Life...\$	887,439	\$ 1,246,742	\$ 439,882	\$ 704,604
Atlantic Life 6,243,091	3,258,012	3,206,512	904,119	309,949
Bankers Mut. Life, Ill. 1,230,000	979,000	690,100	309,949	309,949
Columbus Mutual Life. 5,589,166	5,173,526	3,416,040	2,548,213	2,548,213
Federal Life & Cas... 624,000	424,931	486,919	280,003	280,003
Great American, Kan. 1,011,664	1,258,500	140,349	433,397	433,397
Guaranteed Mutual Life 7,697,447	5,709,173	4,378,804	1,098,423	1,098,423
Internat'l Trav. Assur. 542,348	401,860	335,561	108,015	108,015
Jeherson National Life 2,037,900	2,130,370	1,782,705	1,607,448	1,607,448
Monumental Life..... 32,875,890	38,103,177	17,886,323	17,512,993	17,512,993
National Guardian Life 2,267,970	2,077,111	978,783	984,638	984,638
Northern Assur., Can.. 3,501,203	2,778,262	2,131,292	1,074,877	1,074,877
Pacific National Life. 2,620,336	2,610,955	1,422,081	958,426	958,426
Security Mutual, N. Y. 6,077,290	5,462,335	3,598,822	2,548,019	2,548,019
Shenandoah Life..... 21,480,922	23,416,372	12,995,222	14,080,653	14,080,653
Standard Life, Ind.... 3,354,466	2,751,064	1,922,404	2,131,673	2,131,673
Union Nat'l., Neb..... 3,767,500	2,405,800	2,612,148	1,341,530	1,341,530
United Life & Accident 2,617,143	2,596,341	1,581,631	1,321,883	1,321,883
Volunteer State Life.. 4,475,617	3,570,613	1,601,170	352,582	352,582
Victory Life, Kan..... 3,167,260	3,359,771	936,195	561,859	561,859

Urge Cooperation of Life, Trust Cos. on Pension Cases

Bank Official Cites Advantages Including Curbing Long-Term Guarantee

Instead of trying to crowd each other out in writing pension cases, life companies and trust companies could frequently cooperate to their mutual advantage and that of the buyer, according to a trust company official. A joint plan, he pointed out, with the trust company providing the pensions and the life company writing the life coverage on an ordinary life basis would take care of the objection of many life companies to loading up with long term annuity obligations under pension trust plans.

The accumulation and administering of huge trust funds out of which to pay pensions is no problem to a trust company, since it guarantees no specified rate of income on the portfolio. Contributions are so computed as to be actuarially sound and usually a trust company plan is large enough so that the mortality assumptions are not too much affected by chance fluctuations.

Could Convert Insurance

The life insurance coverage could be maintained by the employe after his retirement or else converted to an income basis to supplement the pension paid him by the trust company. While the commission to the agent in a given case would be less on a joint basis than on a pension trust basis with the life company providing the annuities, this official pointed out that the agent might fare better in the long run by cooperating with trust companies because there would be less time lost in competing on cases in which he was successful in getting the business away from the trust company and there would be fewer cases which he would lose to a trust company. Furthermore the agent would not have the problem which he nearly always has now of shopping the large cases around. If companies become more restrictive on pension trusts the latter problem will become considerably more acute for the agent.

One of the principal competitive points of the trust company pension plan, in addition to its lower acquisition cost, is the argument that the employer has more flexibility as to payments, being able to pay more in good years and less in lean years and also can apply the contributions made on behalf of employees who leave the company or die. By using a joint trust and life company plan the cost advantage of the trust company basis could be retained and yet the agent would earn a substantial commission on a large volume of insurance.

Scheme That Was Turned Down

The ability to retain in a pension fund the contributions made for employees who die or quit is frequently an important one to an employer. Some years ago a corporation tried to get the life companies to sell a \$5,000 ordinary life policy on each of the corporation's employees with the understanding that at age 65 the corporation would pay the company enough to bring the policy reserve up to that of an endowment at 65 which would then be put

(CONTINUED ON PAGE 18)

National Negro Program Listed for Chicago Rally

Extensive Schedule Events Prepared for Annual Convention

The program for the annual meeting of the National Negro Insurance Association at the Metropolitan Bldg., 4445 South Parkway, Chicago, July 20-23 is announced. The general theme will be "Safeguarding Democracy on the Home Front." The Chicago Negro Insurance Association will act as host. It is composed of the American Woodmen, Commonwealth Burial, Golden State Mutual Life, Jackson Funeral System, Metropolitan Funeral System, Protective Mutual, Standard Burial, Supreme Liberty Life, Unity Mutual Life and Victory Mutual Life. A. T. Spaulding of the North Carolina Mutual Life of Durham, N. C., is president; J. E. Smith of the Domestic Life & Accident of Louisville is chairman of the executive committee; C. L. Townes of the Virginia Mutual Benefit Life of Richmond is secretary.

First General Session

There will be a general session the morning of July 21 and there will be seminars in the afternoon, the executive seminar discussing personnel problems, manpower situation and mortality trends; the agency institute discussing state insurance examinations and methods of agency preparation, the medical section discussing social diseases and the armed forces, the importance of nephritis and urinalysis tests, hypertension, hypotension, pneumonia and tuberculosis, establishing a national bureau of preventive medicine.

There will be a general session the morning of July 22 on the influence of changing frontiers on burial and industrial insurance and humanity at home and abroad. The agency institute will convene also in the morning discussing opportunities for women in life insurance under present and post war conditions, the relationship of the agency institute to the National association, how best to meet recruiting problems in war time. In the afternoon there will be meetings of the executive seminar and the agency institute. The final general session will be held the last morning. The keynote address the first morning will be given by Dr. J. E. Walker, president National Negro Business League, and president of the Universal Life of Memphis. President Spaulding will give his annual address.

On the second morning C. S. Marchman, resident senior partner of Blayton, Marchman & Co., accountants at Chicago, will talk on "The Influence of Changing Frontiers on Burial and Industrial Insurance." One of the speakers at the executive seminar Thursday afternoon will be Vice-president R. R. Clark of the Continental Casualty and Continental Assurance, who will discuss various aspects of life insurance management.

Big Week for Farm Bureau

During a one-week production campaign in June, the Farm Bureau insurers of Columbus, O., enjoyed the largest sales in history. Life insurance written totaled \$3,289,201 and there were 280 accident and health policies and 632 travel accident policies written.

Cash Payments by Life Insurance

Vast Sum Is Paid Out So Far This Year to Families

Settlement to families by the life companies in May brought the total for the first five months to about \$1,000,000 in death benefits, showing an increase of 11% over the corresponding period of 1942, with surrender values 35% below last year's total, it was reported by the Institute of Life Insurance. The aggregate benefits during that period amounted to \$1,020,878,000. Death benefits in May were \$89,485,000. Following are the May benefit payments in detail together with accumulative details for the year to date.

	May	First	Payments	Five Months
Death benefits	\$ 89,485,000	\$	467,820,000	
Matured endowments	27,950,000	140,229,000		
Disability	7,255,000	38,674,000		
Annuities	12,842,000	70,804,000		
Surrender values	25,941,000	132,431,000		
Dividends to Policyholders	30,812,000	170,920,000		
Total	\$194,285,000	\$1,020,878,000		

Lincoln Nat. Honors McAndless

A 26% increase in contest winners this year over 1942 was scored in the President's Month contest held by Lincoln National Life in honor of President A. J. McAndless. Henry Friedman, Los Angeles, won the campaign trophy for largest personal paid production.

Winning agencies in their respective classes were Thorpe B. Isaacson, Salt Lake City; R. L. Walker, Los Angeles, and E. R. Small, Peoria, Ill.

Leon Henderson Sees Low Interest Yield for Years

NEW YORK—Interest rates are likely to remain at present low levels for years to come, according to Leon Henderson, chairman of the board of editors of the Research Institute of America and former Securities & Exchange commissioner in charge of the TNEC life insurance investigation.

The war has not caused interest rates to rise, he pointed out. As far as the post-war picture is concerned a good deal will depend on how the government terminates its war contracts. He said that if the experience of the last war is repeated there will be a tendency for interest rates to rise in response to a demand for financing from war contractors and particularly subcontractors awaiting payment from the government. In the last war the subcontractor was tied up until the government had settled with the prime contractor and hence the subcontractors frequently had to go out and borrow money in order to resume peacetime operations.

On the other hand Mr. Henderson said that if the government expedites the payments to war contractors and subcontractors the demand for financing may be low enough so that interest rates should not be noticeably affected.

Seamen's Rate Is Reduced

The War Shipping Administration has reduced the monthly rate on seamen's life insurance from \$7.50 to \$4. The new rate is applicable to all new lines written as well as renewals.

If the general improvement in the shipping situation continues the rate may be cut to \$3 but WSA officials do not want to take this step if there is any possibility that it may have to be raised later.

DISABILITY CLAIM

For several years one of our policyholders has been collecting \$200 a month from us under a disability claim. From this letter to his underwriter you can realize how much he needs the financial protection:

"For several months it has been very difficult for me to get about and do things at all. About seven weeks ago I had to go to a private hospital to be taken care of. I was in bed four weeks there, got to feeling a little better and returned home. After just four days I was brought to this hospital in bad shape, and ten days ago I had another operation."

"I am getting along all right but will be compelled to remain here awhile."

"Also, just for good measure, I have trouble with the blood cells of my left eye, and I find that my eyesight has failed noticeably in the past few months. Nice celebration of my birthday! I had managed to save a few dollars; now that is all gone and with bills to pay it will be many months before I'll be able to eat in comfort."

"Thank God—and thank you—for my policy. And thank the Company for the splendid way they have stood behind me."

* * *

THE PENN MUTUAL LIFE INSURANCE CO.

WILLIAM H. KINGSLY
Chairman of the Board

JOHN A. STEVENSON
President

INDEPENDENCE SQUARE, PHILADELPHIA

No Change in Hartford Hours

Insurers Continue on 41½-Hour Week; Little Increase Is Expected

Termination of the 60-day period during which home offices of Hartford's insurance companies were to operate on a temporary schedule of 41½ hours a week has not brought any further increase in hours, and the companies are now expected to continue on the present basis for at least a few weeks more.

By agreement with William G. Ennis, area director of the War Manpower Commission, the local insurance companies extended their regular working hours from an average of 37½ a week to 41½ beginning April 26, as the first step in complying with the 48-hour week directive, and further negotiations were then scheduled between the companies and the WMC to determine whether a further increase in hours would be feasible.

Hardship in Longer Hours

At the time, it was pointed out by company representatives that many insurance employees were engaged in part-time work in war industries or in civilian defense activities, and that in the case of others age or physical condition might make a full 48-hour week an undue hardship, if not an impossibility.

Since the end of April, further inroads by the draft have added to the companies' difficulties. Moreover, in addition to the home front activities of individual employees, 13 of the local companies have voluntarily taken upon themselves the huge task of filling out and mailing out nearly 2,000,000 copies of war ration book No. 3 to residents of Connecticut, a project which has necessitated overtime work on weekends for many employees.

Under the circumstances, it seems likely that any further eventual increase in working hours will be a slight one, and the schedule almost certainly will not be made to exceed 44 hours a week.

A 10-man war manpower committee composed of representatives of management and labor was named last week to act in an advisory capacity on all WMC matters affecting the Hartford district, and it is thought likely that the matter of insurance company hours will sooner or later be laid before this body for consideration.

One of the representatives of management on the committee is L. Edmund Zacher, president of Travelers.

Insurers Lose Fight on Part-Timer Rule in Ohio

COLUMBUS, O.—Judge King of common pleas court has denied a temporary restraining order to three insurance companies which sought to enjoin Superintendent Crabbe from enforcing a rule which required that part-time agents had to obtain written consent of their employers to receive visitors and telephone calls and to leave their places of business to service their policyholders. The case will come up for hearing on its merits in September. The three companies which filed the suit are Farm Bureau Mutual Auto, Grange Mutual Casualty and Motorists Mutual.

Attorneys for the insurance companies are authority for the statement that had the suit been filed by an insurance agent who had been denied a license because he could not obtain such consents from his employer, the court would have ruled otherwise.

Enact Guertin Law in Illinois at Final Session

The Illinois legislature, in its closing hours, passed the Guertin bill affecting non-forfeiture values and reserve bases. It is assumed that it will be signed by Governor Green, as it was a department-sponsored measure.

Illinois was the 13th state to pass the Guertin bill. It has been signed by the governors in the other 12 states. In about 12 additional states specific legislation is not necessary to permit the Guertin procedure to be followed.

The legislature also passed the amendment to the agents and brokers licensing law which was of particular interest to fire and casualty people. It provides among other things that a broker may be licensed for life and accident and health insurance only. In the past there was but one class of broker and the applicant had to submit to an examination in life, A&H., casualty, fire, etc. The fee is \$10 in Chicago and Cook county and \$5 downstate.

The bill also passed that prohibits insurers from advertising or claiming in any way that their financial status, plan of operation, policies, etc., are endorsed by the state of Illinois or federal government.

Canada Plan Amended

Also successful was the measure permitting Illinois insurers operating in Canada to invest up to 5%, instead of 2% as in the past, of assets in securities permitted to like companies in the Dominion.

Defeated was the bill that was opposed by insurance companies that would have prohibited investment services such as Moody's to publish ratings of state and municipal securities. As originally introduced it would have prohibited the publishing of ratings on any type of investment. Similar legislation bobbed up in Ohio and Wisconsin and other states but met defeat there as well. It apparently had the backing of certain investment houses that felt that if these well recognized ratings were prohibited insurance companies and other investors would be compelled to consult individual investment houses to a greater extent.

Ralph Lane to Harvard

Ralph Lane has resigned as statistician of the "Life Insurance Courant" of Oak Park, Ill., to become an instructor in mathematics at Harvard University.

Union Mutual Life Men Make Hay



Their business clothing replaced by the raiment of a day laborer, nine employees and officials of Union Mutual Life, Portland, Me., toiled as an emergency week-end haying squad. The group was enrolled for this emergency service through the Civilian Service Corps and comprised the first unit of "white collar" civilians to answer calls for part-time work on farms near Port-

New U. S. Ruling Is Secured on Advances Made by Agencies to Agents

A ruling on advances to agents has been rendered by the board of governors of the federal reserve system, dated June 26 in a letter to Paul C. Hodge, assistant counsel federal reserve bank, Chicago, following a conference of board representatives with those from American Life Convention and Life Presidents Association. The substance of this ruling, on the old question whether advances by life managers and general agents to their agents would be considered business loans and as such exempt from regulation W pertaining to consumer credits if they are not specified to be repaid in two or more scheduled payments, is that the regulation W applies generally whenever such advances constitute "loans" within the meaning of the regulation unless exempted under section 8 of the regulation, and whenever the company or agency is "engaged in the business" of making such loans as opposed to mere isolated or sporadic transactions.

Ruling Is Explained

It is explained the third paragraph of this ruling holds the regulation inapplicable to advances to life insurance agents made under circumstances which negative the presumption that such advances are loans. Thus, the regulation would not be applicable to a situation in which the company or agency advances money to agents with the right to reimburse themselves solely by way of deductions from future commissions, and the agent is otherwise under no personal obligation to repay the advance, and no interest is charged thereon.

To be so exempt, however, the advance must be made not by a separate lending agency or a bank, but must be made by the company or agency paying the commissions. The ruling states in addition that such advances also must be exempt under section 8 (j) as loans for a business purpose, but such exemptions would not be accorded to advances to agents to meet ordinary living expenses. Whether or not such advances are isolated transactions and hence not subject to the regulation presents a question to be determined on the facts of the particular case.

If a company or agency is determined to engage in the business of making installment loans subject to the regulation, it must register on a prescribed form under the regulations relating to consumer credit.

Canada Rules on the Position of Insurance Men

The Canadian government people have ruled that the insurance business "is not unessential and must not be destroyed." They decline to place it in any other category than it now occupies in connection with a utilization of the Dominion manpower resources. The All-Canada Insurance Federation issued a special bulletin after a conference with the deputy minister of labor and director of national selective service regulations. Therefore, the insurance business is placed in a category which is under first call, although not in the first few groups. The federation's executive committee has approved a proposal to set up a committee to hear and pass on

requests for deferment of key men in the insurance business.

Camp Elected President of N. E. Buyers Association

J. Philip Camp, purchasing agent of Phoenix Mutual Life, succeeds J. A. Young, assistant secretary Monarch Life, as president of the Insurance Buyers Association of New England. C. L. Gates, National Fire, was elected vice-president; William Lutz, Caledonian, re-elected treasurer, and Edwin Johnson, Massachusetts Mutual Life, reelected secretary.

L. A. Newman of Remington-Rand spoke on maintenance and conservation of business machines. It was decided because of travel difficulties only four meetings will be held the next year instead of eight as has been the custom.

The association members are life insurance and stock fire insurance companies of New England, some 30 in all.

SALES "BRIEFS" FOR THE BROKER

A BOOK THAT WILL HELP YOU REACH THE GROWING "PENSION" MARKET

The steadily increasing interest in employee retirement plans presents an unusual opportunity to those equipped to sell this form of coverage. The need is almost universal, and a great deal more of this coverage would be sold if the issue were not so often clouded by the technicalities during initial discussions.

Realizing this, Connecticut General has printed a new book, "Problem or Opportunity," which is specifically aimed to present the general background of employee pension or retirement plans. It points out why such plans are advantageous to both employer and employee . . . why different types of plans are necessary to meet different situations . . . how to go about the preliminary steps so that the plan can be installed most efficiently, and many other practical, simply explained steps that should precede the installation of a retirement plan for employees.

This book deliberately avoids technicalities, but aims rather to sell the client on the *idea* of employee retirement plans. We are sure that you would find it an unusually valuable sales aid in presenting this form of coverage to your clients. Your copy will be sent promptly on request.

SUB-STANDARD COVERAGE



Connecticut General's broad sub-standard program offers you a real opportunity to enlarge the scope of your market and reduce your rejection rate. The Company considers sub-standard contracts to cover extra mortality rated up to 500% (five times the normal mortality rate).

CONNECTICUT GENERAL

LIFE INSURANCE COMPANY
HARTFORD, CONNECTICUT



LIFE INSURANCE, ACCIDENT AND HEALTH INSURANCE. SALARY ALLOTMENT INSURANCE AND ANNUITIES. ALL FORMS OF GROUP INSURANCE AND GROUP ANNUITIES.

Peel Takes Rooks, Place in Ky.; Saufley Fire Marshal

Dwight R. Peel, Kentucky state fire marshal, has now been appointed assistant insurance director of that state, taking the place of Vernon D. Rooks who entered the marines as first lieutenant. Mr. Peel formerly was a local agent at Benton and is a past president of the Kentucky Association of Insurance Agents.

Shelton M. Saufley of Richmond, supervisor of field agents in the fire marshal's office, is appointed state fire marshal. Mr. Saufley was formerly insurance commissioner of Kentucky. His former post will not be filled.

Life Advertisers in N. E. Hold Work Conference

The New England members of the Life Advertisers Association met in Montpelier, Vt., for their second annual round table work conference. The meeting was devoted to discussing current merchandising problems, particularly as they are affected by the war. D. Bobb Slattery, National Life of Vermont, opened the morning session, and John Taylor of Connecticut General led off the session after lunch. A feature of the meeting was the showing of the L. A. A. exhibits by mail.

Guests of President Brigham

Prior to the morning meeting the advertisers were office guests of President Alfred Brigham of National Life. The conference wound up with a dinner.

Arthur Sisson of State Mutual Life, chairman of the meeting, was assisted by Charles Crane, National Life; Royden Berger, Connecticut Mutual; Charles Yorke and Lewis Hendershot of Berkshire Life. Among the others attending the meeting were Colin Simkin, Travelers; Russell Noyes, Phoenix Mutual; William Camp and Warren Reuber, Connecticut Mutual; Russell Blanchard, Union Mutual; John Taylor, Ernest Hildebrand and Clyde Puller, Connecticut General.

Heads Bond Drive

WASHINGTON — E. A. Roberts, president of Fidelity Mutual Life, has been appointed as chairman of the new state war finance committee of Pennsylvania, it was announced by Henry Morgenthau, secretary of the Treasury. This committee, a merger of the state war savings staff and victory fund committee of the third federal reserve district, will have charge of the sale of war bonds in Pennsylvania and of the state's participation in the third war loan drive opening Sept. 9. Mr. Roberts will have full authority and responsibility for the organization and its operations.

Alfred H. Williams, president federal reserve bank of Philadelphia, in a letter to Mr. Morgenthau applauded the appointment. Furtherance of the payroll savings plan in Pennsylvania will be one of the committee's undertakings. Mr. Roberts has had much experience with raising public money as president of Community Chests and Councils, Inc., a policymaking body for 600 community chests throughout the United States. He formerly was vice-president and general counsel of Minnesota Mutual Life.



E. A. Roberts

Social Security Taxes Up Nearly \$300 Million in '42

WASHINGTON—Summarizing government financial status for the fiscal year ended June 30, Secretary of the Treasury Morgenthau reports revenue receipts included \$1,289,000,000 in social security taxes during the year, compared to \$1,016,000,000 for the fiscal year 1942.

Expenditures in the fiscal year 1943 included: Social security board \$474,000,000, an increase of \$1,000,000 over 1942; transfer to the national service

life insurance fund, \$30,000,000, compared with \$1,000,000 in 1942; transfer by the railroad unemployment insurance administration fund to unemployment trust fund, \$6,000,000, as against \$4,000,000.

Connecticut Officials Welcomed by Staff

Ellery Allyn, Connecticut commissioner, and his new deputy, George Goodwin, were installed in office at Hartford and greeted by members of

the staff who at the same time bade farewell to the retiring commissioner, John C. Blackall, who had served for eight years. The office was banked with flowers and there were many telegrams received.

Office associates of Mr. Goodwin at the Connecticut General Life had him as a guest for luncheon. President F. B. Wilde presented him a luggage set.

Allen S. Crain of Atlanta has moved to Augusta, Ga., as district manager of Penn Mutual with offices in the SFC building.

The Home of HUMAN SECURITY



"Names make news" but claim payments make insurance companies.

180,823 times during 1942 Provident HUMAN SECURITY was called upon to play its part in bringing "money when needed most" into the homes of 140,693 policyholders or dependents.

Total benefit payments are now running at a rate exceeding yearly

\$7,000,000.00

PROVIDENT
LIFE AND ACCIDENT
INSURANCE *Since 1881* **COMPANY**

Chattanooga, Tennessee

Life : Accident : Sickness : Group : Hospital

Our
56th
Year

Our
56th
Year

Annuity Forms Not Usable for 5% Wage Purposes Is Ruling

The life insurance which it is possible for an employer to secure for an employee under the salary stabilization regulations in place of salary increase which is not permissible "must be ordinary or whole life insurance which does not have a loan or cash surrender value amounting to a large percentage of the premiums paid," according to an opinion which has been rendered by A. D. Burford, deputy commissioner of internal revenue in Washington, upon inquiry by F. J. Budinger, manager of agencies of Franklin Life in the Chicago area.

Mr. Budinger wrote pertaining to the provision in salary stabilization that an employer may purchase life insurance for any employee in amounts requiring premiums not in excess of 5% of the employee's annual salary or wages, the 5% to become a deductible expense of the employer and taxable income to the employee.

He especially asked for a ruling upon whether the policy known as insurance

annuity age 65, in which each \$1,000 of life insurance provides at age 65 a life time monthly annuity of \$10, and annual premium retirement annuity, constitutes "insurance" under the regulations. Mr. Budinger proposed to have insurance annuity at 65 issued upon all employees of a group who were insurable and to uninsurable employees of the group or those who desired an annuity income with less insurance than provided in the insurance annuity at age 65 policy, to have issued an annual premium retirement annuity, which might or might not be considered as insurance although it provides a death benefit equal to the premiums or the cash value, whichever may be greater.

He pointed out if the policyholder died in the years before the cash value equaled the premium, that is, in the period prior to the ninth year, the difference would represent the insurance element the same as the difference between the cash value and the face amount of any life or endowment policy represents the insurance element.

Has Inflationary Aspects

But he said because this contract has high cash values commencing at 62% of the premium at the end of the first year, it presents an opportunity for an employee so minded partially to defeat the anti-inflationary aspects of the 5% aspects granted under the wage and hours regulation.

Mr. Budinger submitted his proposal to the Chicago office of the internal revenue department where he was advised both the insurance annuity and retirement annuity policy qualified as "insurance" as defined in the regulations. In the opinion given there it was reasoned that since the employee would have paid income tax on the premiums that were paid by his employer even though the type of policy selected might offer attractive surrender values the department would not be interested in the kind of policy selected or what it was ultimately used for, but it was suggested Mr. Budinger submit the matter to Washington for an official ruling.

"Under the provisions of the salary stabilization regulations, jurisdiction of this office is limited to salary payments, whereas the National War Labor Board has jurisdiction over wage payments and salary payments which do not exceed \$5,000 in a month, or the employee is represented by a labor organization or is not employed in an executive, administrative or professional capacity," Deputy Commissioner Burford stated. "Therefore the opinion expressed in this letter is to be confined to the salary paid to employees coming under the jurisdiction of this office."

"It is the position of this office that the 'life insurance' referred to in section 1002.8 of the salary stabilization regulations must be ordinary or whole life insurance which does not have a loan or cash surrender value amounting to a large percentage of the premium paid. Furthermore, the purchase of such insurance by an employer must not be limited to benefit a few selected individuals but must apply to groups of employees."

"Annual premium annuities can only be purchased under plans which meet the requirements of section 165 (a) of the internal revenue code. Employers' contributions applied to the purchase of annual premium annuities with death benefits constitute salary to the extent that the portion of the premium allocable to life insurance exceeds 5% of the total of all life insurance purchased by the employer exclusive of group life insurance. Both your questions are therefore answered in the negative."

Honor Mable with Campaign

Security Mutual Life agents conducted a contest last month in honor of Agency Superintendent F. Leon Mable, which resulted in the largest amount of new business for June in 11 years. Paid-for was the largest for June in 13 years and the total six months paid-for the largest in 10 years.

91 Annuitants of Mutual Life Are 90 or More

Letters received by Mutual Life from aged annuitants who are receiving lifetime checks from the company attest to the fact that a guaranteed, worry-free income in later years provides a feeling of great security and is "a source of great comfort," as so many of the letters say.

An example is a letter from a 93-year-old annuitant who writes, in part: "I am sure that the ease of existence provided by annuities—the lack of anxiety about stocks that go up and down, or railroads that no longer pay, or any other flexible resources—makes for a permanent peace for your fortunate annuitants. And so it may be that your care is lengthening a life that is already in the nineties."

There are 91 annuitants receiving monthly checks from Mutual Life who are 90 or over. One of them, 101 years old, points out that she has lived through four wars and that "what I would like now is peace for this beautiful country of ours." Another 93-year-old annuitant says that "I feared I

might be a nuisance living so long, but I see that there are others about my age and that you are glad to have them."

A further convincing argument for adequate income is made by a 91-year-old, who says the only fault he has to find with his income checks is that "they should be larger—and I realize that I alone am to blame. I can only regret that I didn't wake up earlier in life. As one slows up and nears the end of the road, it is a great happiness to know that protection and comfort for the closing years are assured."

Of the annuitants 90 or more years old, 79 are 95 or under; 10 are 96 to 100 and two are over 100. Well over half of them are women.

WAC May Get Service Cover

WASHINGTON—The war department will have to decide whether members of the new Women's Army Corps may buy National Service Life Insurance, but at the Veterans Administration it is assumed that they will be eligible. Like other members of the armed forces, including WAVES, SPARS and women members of the marine corps, WAACS may resign or enlist in WAC before an expected September deadline, only in the latter event being eligible for service insurance.



HAVE YOU FELT THE NEED FOR A PRE-APPROACH BOOKLET FOR YOUR PENSION TRUST PROSPECTS?

SO MANY UNDERWRITERS HAVE ASKED for such a booklet, that we gladly announce "IMPROVING THE POST-WAR POSITION OF YOUR BUSINESS"—which, in 16 simple pages, outlines the services of the pension trust in helping a business establish itself in a sound competitive position when the war is over.

THIS POST-WAR APPROACH fits into current business thinking. Today, management is concerned about post-war problems. Executives envision a new competition, a new survival of the fittest, and they are anxious to do all they can today to insure business continuity when the war is over.

HAVE YOU THOUGHT OF THE PENSION TRUST FROM THE POST-WAR ANGLE? It is truly a different approach. If you would like a complimentary copy of "IMPROVING THE POST-WAR POSITION OF YOUR BUSINESS," drop me a line.

THE INSURANCE RESEARCH & REVIEW SERVICE INDIANAPOLIS
PAUL SPEICHER
Managing Editor

...Preparation

The FIRST STEP in preparation for actual FIELD WORK should be adequate schooling in the fundamentals of Life Insurance and field practices.

Our Plan Embodies

A HOME OFFICE SCHOOL: Duration—Two Weeks

COURSE OF STUDY

- 1 • History of Life Insurance.
- 2 • Contracts — their costs and values.
- 3 • Fundamental values and the function of Life Insurance.—What Life Insurance is and what it can be made to do.
- 4 • The How and Why of selling.—Field practices. Sales presentations, etc.
- 5 • Successful operation.—Time control. Adequate records. Organization. Work habits.

Does Your Company Do A Well?

Write A. B. OLSON, Agency Vice-President
for details of our
"BUILDERS OF MEN" Agency Plan

Guarantee Mutual Life Company

Organized 1901

OMAHA, NEBRASKA

Speculate on Commissioner Post in California

Although the term of Commissioner Caminetti of California expired June 28, there has been no indication by Governor Warren as to what he will do. The law provides that a commissioner serves his specified term or "until his successor is appointed."

Some insurance men feel that Caminetti may remain in office until 1945 when the next legislature meets and would be available to confirm the appointment. Governor Warren, who serves four years, would then be able to appoint someone who would serve four years even if the governor went out of office in 1947.

It has been suggested that if the insurance business wants Caminetti to remain, and made their desires known to the governor, he would probably be re-appointed. There has been a persistent rumor that Samuel L. Carpenter, Jr., general manager of the Pacific Board, and former insurance commissioner, would be urged to accept appointment. Others mentioned include William A. White, former general counsel for Pacific National Fire; Jack Kearny, Los Angeles attorney; Sidney L. Weinstock, former deputy commissioner and Mrs. Mae Barr Long, deputy commissioner who has been with the department for more than 30 years.

The insurance business seems to be divided. The life people are generally considered, along with the local agents, to be in favor of retaining Caminetti. If any "dark horses" come from the fire or casualty fields, then the life group would have to be sold to get united support.

Changes in East for Metropolitan

NEW YORK—Emerson R. Smith, formerly an agency supervisor for Metropolitan Life's New England territory, has been named manager in Norwalk, Conn.

Mr. Smith, a graduate of the University of Michigan before joining Metropolitan in 1930, was with THE NATIONAL UNDERWRITER. With Metropolitan he was first an ordinary supervisor, and in 1935 was made an agency supervisor. Headquarters are at 83 Wall Street, Norwalk.

George W. Hopkins, formerly an assistant manager of the Brockton, Mass.,

Reliance Life Is Proud of Its Graduates

In connection with the appointment of Frank Vesser of St. Louis, formerly manager of the southwest department of Reliance Life, as superintendent of agencies of General American Life of that city, Vice-president Burnett recalls that Reliance has graduated a number of prominent men who are making good with other companies. He cites, for instance, W. W. Klingman, former agency vice-president of Equitable Society, now Texas manager; the late Frank H. Davis, formerly vice-president Penn Mutual Life; S. T. Whately, vice-president Aetna Life; W. L. Baldwin, president Security Life & Accident of Denver; R. E. Irish, president Union Mutual Life. Mr. Burnett said that naturally the company regrets to lose men of unusual ability but realizes that Reliance Life is not large enough to keep them all. Therefore when men of this type leave Reliance Life their former associates keep in touch with them and are proud of the record they are making. The company still regards them as "Reliance Life boys."

district of Metropolitan has been named head of the office in Calais, Me., succeeding Thomas J. Sheehy, who has been transferred as manager to the Augusta, Me., district. Offices are on 129 Main street.

Mr. Hopkins joined Metropolitan in 1929 as agent in Waterville, Me. A year later, he was appointed an assistant manager there, and subsequently served in a similar capacity in Whitman, Mass., and then in Brockton.

Mr. Sheehy at Augusta succeeds John J. Cunningham, who becomes manager at Uxbridge, Mass.

Mr. Sheehy, after experience in contracting and woolen manufacturing, became an agent of Metropolitan in the Augusta district in 1928. He was made assistant manager in Portland, Me., and in October, 1938, was appointed manager of the Calais district. Augusta headquarters are at 263 Water street.

Nenner on Coast Trip

William J. Nenner, superintendent of agencies of Penn Mutual Life, is on a Pacific Coast trip and conferred this week with Clark Erwin, newly appointed general agent in Spokane.

March to VICTORY

JUST as North Americans in the armed forces are showing the rest of the world how to win victories, so are agents of the North American Life out on the firing line getting business because they also have superior equipment and able direction. For victory in 1943, you can count on the North Americans.

AGENCY OPENINGS IN
Cal., Ill., Ind., Kans.,
Mich., Mo., Neb., N. J.,
N. D., Ohio and Wis.

With living costs and taxes up you'll find our low cost, non-par policies popular.

NORTH AMERICAN LIFE INSURANCE COMPANY



E. S. ASHBOOK
President

JOHN H. McNAMARA, Founder

PAUL McNAMARA
Vice-President

"Alma Mater" OF 4690 LIFE INSURANCE MEN!

Union Central's complete and thorough training course . . . shows agents the way to record production . . . assures the finest service for U. C.'s large clientele.



Training includes lectures, slide film presentations, textbook study, field work and personal counsel from top Union Central agents, actuaries and executives.

The UNION CENTRAL LIFE INSURANCE COMPANY

CINCINNATI, OHIO

OVER \$400,000,000 IN ASSETS

N. E. Mutual Boosts Service Cover

The advertisement of New England Mutual Life which has appeared in a number of the national publications, in furtherance of the purchase of National Service Life Insurance by men in uniform is attracting much favorable attention. The advertisement was very carefully prepared and was submitted to the Veterans Bureau, Navy and War departments. The government agencies gave their enthusiastic approval. The government agencies gave their enthusiastic approval. The advertisement was scheduled as a full page during June and July in "News Week," "Time," "Life" and "Saturday Evening Post." It is captioned "Who, Me?" It is illustrated with a drawing of a sailor and soldier. It reads:

"Yes, we are talking to you and to every other man in military service—about Uncle Sam's National Service Life Insurance.

"We don't make a nickel on it, so we can say sincerely that it represents an opportunity you must not miss.

"It's term insurance and it's low cost. You pay only 65 cents for \$1,000 per month if you are age 20—71 cents at age 30, etc. You may buy up to \$10,000 and the premium comes out of your monthly pay.

"It's safe and it's simple to get. The full protection goes into force the day you apply and sign the form for pay deduction.

"Our interest in this is your interest. Life insurance is our business and we know, from our experience in insuring civilians today, and in four previous wars, how much its protection can mean to those at home.

"You are already doing a grand job 'taking care' of the enemy—nobody is

forgetting that. Here's a way you can add to your own piece of mind and provide for the home folks as well.

"Get the whole story from your C. O. today, and apply for your full \$10,000 share of National Service Life Insurance if you don't do it now, it may mean never."

Also in the advertisement in a box is this copy: "To men about to enter the service. Get in touch with your regular agent and make the necessary arrangements to keep your present life insurance in force. This is made easy for you but there are papers that should be signed.

New England Mutual War Service Bureau has an informative little folder, 'what the service man should do about his life insurance,' that will be gladly sent upon request. Just drop a post card to our home office department."

The New England Mutual advertisement is intended among other things to aid the local life underwriters organizations which in areas near military camps are organized to explain to service men the value of national service life insurance.

Conn. General Minneapolis Shift

David J. Luick, manager for Connecticut General Life in Minneapolis, has resigned to take an executive position with Marsh & McLennan in Chicago. He leaves with the best wishes of Connecticut General.

Palmer Anderson is the new manager



DAVID J. LUICK

WANT ADS

Branch Manager Wanted

Newly organized casualty company requires the services of a branch manager for the State of Indiana to handle the accident and health department. Must be capable of appointing agents and underwriting business submitted. To a man above the average, willing to work, a real opportunity is offered.

Address Box S-28, The National Underwriter, 175 W. Jackson Blvd., Chicago 4, Ill.

LAWYER WANTED

Draft exempt for legal work with a western life, accident and health company. Salary open. Give complete details of legal training, background, experience and salary expected. Address replies to Box S-27, The National Underwriter, 175 W. Jackson Blvd., Chicago 4, Ill.

WANTED IMMEDIATELY
Group insurance man to develop production, thoroughly experienced in all phases of Group Accident and Sickness Insurance by large middle west Casualty Company. Home office and field experience desired. State qualifications, salary expected. All replies treated confidentially. Box S-14, The National Underwriter, 175 W. Jackson Blvd., Chicago, Ill.

AVAILABLE

Actuary over draft age with excellent qualifications and experience, seeks an opening presenting greater opportunities than his present connection. Address S-21, The National Underwriter, 175 W. Jackson Blvd., Chicago 4, Ill.

Economic Status of Those Over 60 Is Analyzed

WASHINGTON.—Speaking in the House on old-age security, Representative Angell, Oregon, presented figures showing that of 13,900,000 persons 60 years of age and over in the United States, according to the U. S. Census, 6,264,000, or 45.1%, were "self-dependent" by reason of current earnings, savings, federal, state or municipal pensions, industrial and other private pensions, insurance annuities and other resources.

Of this number, 364,000 persons were "self-dependent" by reason of insurance annuities.

The above figures leave 7,636,000 or 54.9% classed as dependent. Of these 21.5% were supported wholly or partially by public or private social agencies, while 33.4% were dependent upon relatives (including spouse in some instances) and friends (wholly or almost wholly).

Mr. Angell advocated an old-age annuity system with the following features: (1) Pay as you go; (2) pensions to all American citizens over 60 who are

Some 900 Cases on Pension Trusts Pending

A life man who recently visited the department in the Treasury at Washington that scrutinizes pension trust applications was told that there are 900 such on file now that have not been reached. There are numerous applications sent in for action. Many of them are on the border line and some attempt to cover up taxes in a way that the authorities will not allow.

retired from industry; (3) equal federal payments to people in the different states; (4) revenue for the system to be derived from broad general taxes such as the gross income tax, and from such taxes as income, inheritance, estate and gift; (5) size of pension to be determined by pro-rating revenue derived from special taxes levied for the purpose among all those eligible to receive old-age pension.

"Your Family Needs Protection" is an effective booklet for selling the new residence theft policy. Write National Underwriter for samples.



"Remember Lot's Wife..."

The war may force our return to many "old fashioned" ways of doing things, but there'll certainly be no turning back to old, obsolete methods of selling life insurance. Minnesota Mutual's streamlined Organized Selling Plan is a forward-looking permanent improvement. It will mean much to your selling success now and later to get all the facts at once.

A Quarter Billion Dollar Mutual Company, 63 years old, with an understanding, cooperative Home Office.

THE MINNESOTA MUTUAL LIFE INSURANCE COMPANY

Saint Paul, Minnesota

Life Agents' Great Record in Sale of War Bonds

More than \$5,000,000,000 worth of war bonds have been sold in the 19 months since Pearl Harbor to 15,000,000 American workers by life agents in this country, it was announced by President Grant Taggart of the National Association of Life Underwriters. The total bond sales completed under the payroll savings plan initiated by the life agents in cooperation with labor, management and other groups in cash sales made by agents reached \$5,100,000,000 on July 1. In addition to their work in selling "E" bonds, the agents have sold a large number of "F" and "G" bonds in both the first and second war loan drives.

Sun Life Makes Coast Changes

SAN FRANCISCO—J. A. Moore of the Portland, Ore., office of Sun Life of Canada, has been appointed manager of the northern California offices here effective Aug. 1.

V. T. Motschenbacher, who has been manager here since 1935, has been in poor health for some time. He has been granted a three months leave of absence. Upon his return he will take charge at Portland.

Economic Stabilization "Ads" Are Soon to Appear

In connection with the program of the Office of War Information to promote price stabilization, the War Time Advertising Council has prepared rough copy of several advertisements in a series to be run by the Magazine Publishers of America. In each of the first two advertisements purchase of life insurance is mentioned as one of the recommended procedures in gaining economic stabilization. In the advertisement scheduled for August the copy includes this statement:

"If, for instance, we put this money into 1. taxes, 2. war bonds; 3. paying off old debts; 4. life insurance; and 5. the bank, we don't bid up the prices of goods at all. And if besides doing this we refuse to pay more than the ceiling prices; and 7. ask no more for what we have to sell—no more in wages, no more for goods—prices stay where they are now."

"And we pile up a bank account. We



HENRY ABELS

Henry Abels, vice-president of Franklin Life, has completed 45 years of association with that company. He started as auditor and three years later became secretary. He was elected vice-president in 1920.

Mr. Abels, who despite his 76 years consistently shoots a game of golf in the middle 70's, has been president of the American Life Convention and has served on its executive committee for several years.

have our families protected in case we die..."

In the proposed advertisement for September there are illustrations of seven points, one being captioned "Save Your Money" and there is this statement: "Money in the bank will come in handy for emergencies. And money in life insurance protects your family, protects you in old age. So put your cash in either or both and it can't push prices up."

It is understood that the life insurance industry is preparing to launch advertising in the spirit of the program.

Viehmann Zone 4 Chairman

Commissioner Viehmann of Indiana, has been elected chairman of zone 4 of the National Association of Insurance Commissioners.

45 Years ★

Why

has the average size
Guardian policy increased since Guardian Agents started selling with Guardian GRAPH-ESTATE?

Why

have policies stayed
in force longer?

Because... Guardian GRAPH-ESTATE* meets every need of both agent and buyer. For the agent, it is an appealing, low-pressure sales-track-to-run-on which builds his prestige from the first interview. For the insurance buyer, it presents vividly his own individual problem, shows clearly how life insurance solves it within his earning capacity and without disturbing the balance between his savings and protection.

Guardian GRAPH-ESTATE is distinctive insurance service.

*Patented by THE GUARDIAN.

THE GUARDIAN LIFE
INSURANCE COMPANY OF AMERICA

NEW YORK CITY

A MUTUAL COMPANY ESTABLISHED 1860

GUARDIAN OF AMERICAN FAMILIES FOR 83 YEARS

CASH VALUE ZERO

A distinguished literary figure opines that solvency is merely a problem of temperament rather than of income. Those who try any such notion on tradesmen, tax-gatherers, and other income-absorbers will find that they attach no cash value to so nebulous a consideration. So until, if, and when temperament becomes legal tender, the life underwriter would do well to continue advising the purchase of "money for future delivery."

LIFE INSURANCE COMPANY of VIRGINIA

Women's Program for Pittsburgh Rally Is Shaped

NEW YORK—The women's section program for the National Association of Life Underwriters annual meeting will focus on the problem of where to find buyers today and how to make favorable contact with them. Miss Mildred F. Stone, Mutual Benefit Life, Newark, program chairman, is developing the program in consultation with members of the women's committee headed by Elsie M. Matthews, Connecticut Mutual, Newark, and the chairmen of the various local association women's committees.

Beatrice Jones, agency assistant of Guardian Life, will be a speaker and will present the findings of a survey covering business written by women in many companies and in various places. On the basis of 1,000 actual cases Miss Jones will analyze significant features of business produced by women on the lives of both men and women.

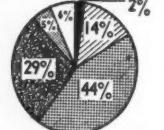
Two panel discussions in which currently successful women agents will discuss sources of business today will form a part of the program. One will direct attention toward normal prospecting on the lives of boys and girls, young women with new jobs, career women, young non-draft fathers, wives and older men. The other will concern itself with taxation insurance, single premium and annuities, pension trusts, conversion of capital and business insurance. There will be a special effort to chart the course of the average agent in these special fields.

HOW LIFE INSURANCE POLICY HOLDERS' FUNDS MEET CHANGING CONDITIONS

DISTRIBUTION OF TOTAL LIFE INSURANCE ASSETS

U.S. GOVT. BONDS OTHER GOVT. BONDS
POLICY LOANS OTHER ASSETS MORTGAGES & R.F.
BUSINESS SECURITIES

1929 PROSPERITY



1933 DEPRESSION



1941 U.S. AT WAR



MIDYEAR 1943



The Accident & Health Bulletins help get business. For information write 420 E. Fourth St., Cincinnati.

Holds \$750,000 Proceeds Free from Wisconsin Tax

Proceeds of life policies on Albert C. Elser of Milwaukee totaling \$750,000 are not subject to Wisconsin state inheritance taxes, County Judge Sheridan of Milwaukee has decided. Mr. Elser who died May 16, 1942, was a trustee of Northwestern Mutual Life, a director of First Wisconsin National Bank, Wisconsin Bankshares Corporation and Joseph Schlitz Brewing Company. At one time he was executive vice-president of First Wisconsin National Bank.

Judge Sheridan ruled that the insurance constituted no part of Mr. Elser's estate, that it was an investment made by Mrs. Elser on the life of her husband. The attorney for the estate said that Mrs. Elser had invested in the insurance at various times between 1920 and 1935 and had paid all of the premiums. It was argued that Mr. Elser had not been an owner of the money involved. The inheritance taxes would have amounted to \$72,000.

11 Years Absence Not Enough

WASHINGTON—Metropolitan Life won out in the municipal court of appeals here on appeal of its litigation with Mrs. Mattie L. Jemison, beneficiary of a policy held by her son, Henry. The court ruled that his disappearance over an 11-year period without word to his immediate family does not necessarily indicate his death. The appellate court affirmed a lower court's verdict.

Mrs. Jemison said her son had not been heard from since he left his half-sister's home in Baltimore in 1932, between which and his mother's home here he had divided his time. Under the law of the District of Columbia absence without being heard from for seven years leads to presumption that a person is dead. The court, however, ruled there was not sufficient evidence that Jemison had not been heard from, but that further action was not barred if new evidence is discovered.

Plans of Cuna Mutual

Cuna Mutual of Madison, Wis., which is owned and operated by and for credit unions affiliated with the Credit Union National Association, has an interest in the bill that was just recently passed by the Wisconsin legislature and signed by the governor providing that a mutual life company operating under certain limitations may set up a plan for the election of delegates to attend annual meetings, to elect directors and for other purposes.

As soon as suitable by-laws are drawn up the objective of Cuna Mutual is to write small unit life insurance in its restricted field.

Newman Continues as Leader

Lowell L. Newman, Penn Mutual Life's leading producer of 1942 during the last half of 1942 and the first half of 1943 has sold more than \$1,000,000 of life insurance, qualifying for the Million Dollar Round Table, of which he is a life as well as a qualifying member.

Mr. Newman is with the Samuel B. Gregory agency at Fort Wayne, and operates in both Fort Wayne and Indianapolis. Since he started with Penn Mutual in 1921, he has been among the four top-ranking producers. In 1940 and 1942 he was the leader.

Kennedy Is Detroit Head

J. R. Kennedy, New England Mutual, was advanced from vice-president to president of the Detroit Chapter of C. L. U., at the annual meeting. He has been educational chairman for the last year, and is a member of McCoy, Micou, Kennedy & Knapp, pension specialists. He succeeds L. L. Mackey, Home Life.

F. M. Minninger, Connecticut General, becomes vice-president, and W. M. Milligan, Manufacturers Life, succeeds Herbert Mandel, Northwestern Mutual, as treasurer. Mildred E. TenBrook, Berkshire Life, was reelected secretary,

a post she has held since formation of the chapter.

Fete Seven First-Year Leaders

Seven first-year leaders in production among Penn Mutual agents were given trips to Philadelphia to attend the summer quarterly meeting of the President's Club. They were greeted by the agency department and presented to President John A. Stevenson, and were taken on a two-days' study of office procedure.

President Stevenson tendered them a luncheon to which also came Trustees George Wharton Pepper and John Story Jenkins and Chairman William H. Kingsley, and all the officers.

The seven were Doyle M. Smith, Los Angeles; Nicklaus Martin, Billings, Mont.; Ellis M. Lyons, Stumes & Loeb agency, Chicago; James A. Elam, located in University City, Mo.; T. Sewall Messinger, Providence; A. J. Hale, Jr., of Chattanooga; J. D. Smith, Peoria. All seven men are married and have children. Their average age is 45. Four of them were college men.

Agents to Sit with Directors

All agents of Standard Life of Indianapolis have been invited to attend the meeting of the directors July 23. The idea was originated by Vice-president

75-Year Old Agent Is Still Going Strong

Frank H. Franzlau, agent of Indianapolis Life at Peoria, Ill., has qualified for membership in the 1942-43 Counselors' Club, the leaders' club of the company.

Mr. Franzlau is 75 years old, and has been with Indianapolis Life 25 years. He is a member of the company's Millionaires' Club, which means he has more than \$1,000,000 of insurance in force among his policyholders. He is also a member of the App-a-Week Club. The company, under the signature of President Edward B. Raub, sent Mr. Franzlau's policyholders a bulletin containing Mr. Franzlau's picture with a testimonial regarding his record.

Harry V. Wade for the purpose of giving the agents a glimpse of how the board operates.

Standard Life for the first six months showed an increase of 20% over the parallel period last year and insurance in force now exceeds \$24,000,000.

TOPSY SURVEY

business conditions today are holding down the production of many life underwriters who are trying to sell today's prospect market with out-dated sales material. Times have changed—and you need new sales presentation material that uses the language of today and is attuned to the fast tempo of 1943. The Ohio National offers colorful, eye-catching direct mail letters and circulars, visual sales books with prospect appeal, and prepared sales talks; in addition to three big sales-getting portfolios on Home Protection, Social Security, and Salary Savings—everything an agent needs to take advantage of today's sales opportunities.

Why not write Ray Hodges, Superintendent of Agencies, today for information about the agency opportunities open to qualified underwriters.

THE OHIO NATIONAL LIFE INSURANCE CO.

Cincinnati, Ohio

Convention Dates

July 21-22, National Negro Insurance Association, Chicago, 4455 South Parkway.

Aug. 24-25, Insurance Section American Bar Association, Chicago, Drake Hotel.

Sept. 13-14, International Claim Association, Chicago, Edgewater Beach Hotel.

Sept. 13-16, National Association of Life Underwriters, Pittsburgh, William Penn Hotel.

Sept. 28-30, National Fraternal Congress, Cleveland, Hotel Cleveland.

Sept. 25-27, Life Office Management Association, Chicago, Edgewater Beach Hotel.

Oct. 4-7, American Life Convention, Chicago, Edgewater Beach Hotel.

Oct. 7-8, Actuarial Society of America, New York City, Waldorf-Astoria Hotel.

Oct. 15-16, Institute of Home Office Underwriters, Chicago, Edgewater Beach Hotel.

Dec. 2-3, Association of Life Insurance Presidents, New York City, Waldorf-Astoria.

Dec. 5-6, National Association of Insurance Commissioners, mid-year meeting, New York City, Pennsylvania Hotel.

Social Purpose Behind 5% Regulations

WASHINGTON — Partly, officials say, a social purpose is behind plans of the Internal Revenue Bureau to require the so-called 5% rule to be applied to as large groups as practicable within a company rather than permitting it to be used to increase the compensation of a few individuals.

The rule in question permits an employee to pay life insurance premiums for employees up to an amount equivalent to 5% of salary.

Results of L.O.M.A. "Exams"

The results of the 1943 L.O.M.A. Institute examinations have been announced. Examinations numbering 1,027

were taken by students representing 92 companies.

Cum laude designations were earned by these students upon the completion of the first four examinations: Archie D. Harder, and Leon W. Ellsworth, Southwestern Life; Harold C. Sorenson and Robert C. Willis, Modern Woodmen, and George Holland, Union Labor Life.

Honorable mention was earned by Harry J. Rummel, Connecticut General; Thomas West, Equitable Society, and Donald M. Yost, Continental American, for accomplishments in the first four examinations.

Connell, Goodridge Are Named

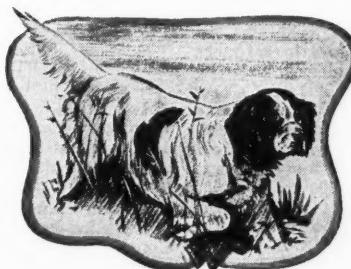
NEW YORK—C. D. Connell, general agent of Provident Mutual, has been elected chairman of the New York City Life Underwriters Association's board of past presidents. In that capacity he will serve also on the administrative committee and the board of directors. He was president in 1931-32. He is a trustee of the National association and a past president of the New York state association.

G. A. Goodridge, State Mutual, was elected chairman of the board of field underwriters and will also serve on the administrative committee and the board. He served as chairman of the planning committee.

James L. Brown of Lincoln, who serves as attorney for the Nebraska Insurance Federation and is well known to insurance men, was married the other day to Elsie Doty, who was formerly an interior decorator for the Eppley Hotel Company. She formerly resided at Omaha and at Lincoln but more recently has been at Springfield, O.

Franklin Taylor, cashier of Travelers in Milwaukee, has completed 30 years with the company. He was honored at a party given by associates and presented a war bond as a gift.

FULL OF GOOD POINTS



Our Q-V-S Compensation Plan for Managers and Field Underwriters has many good points worth your investigation.

Example: *Performance Bonus* that is sharply stepped-up by increase in Net New business and by length of service with the Company.

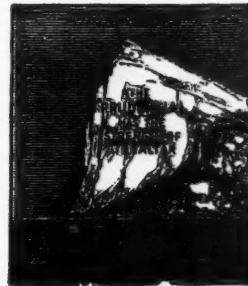
Write for brochure—to W. V. Woollen,
Agency Vice President

DISTINGUISHED MEN

Men gain distinction, an ancient philosopher said, by possessing the cardinal virtues—simplicity, honesty and love of justice—no matter how humble in life their place may be

Family breadwinners who have met their obligation to protect their dependents, despite personal sacrifices, are of such stamp — distinguished men.

It is the agent's job to see that each father within his sphere of activity becomes a member of this select group.



The Prudential
Insurance Company of America

Home Office, NEWARK, N. J.

The CAPITOL LIFE INSURANCE Company
HOME OFFICE — DENVER, COLORADO

EDITORIAL COMMENT

Mr. Ickes' Inflationary Notions

Even in pretty conservative quarters there is a tendency to worry less about the inflationary effect of increases in the national debt that would have been regarded a few years ago as equivalent to national bankruptcy. But in the current American Magazine Secretary of the Interior Ickes lays the groundwork for a national debt that would be limited only by writer's cramp in adding on more zeros to the present figure.

Mr. Ickes has figured out the physical value of the entire country and compared the national debt with it. Since his statistics enable him to assess the country's worth at more than 12 trillions of dollars, the national debt, currently \$140 billion, would in comparison "look like the Sunday-school collection plate of the Swampland Church on a bad day." This "Sunday-school collection" represents only 1.17% of the inventory value of the country's wealth.

The national debt is bound to go much higher before the war is over, regardless of how much of the war financing is taken care of by taxes.

Nevertheless it is to the interest of all who have a stake in life insurance that inflationary influences be checked as much as is consistent with the huge volume of spending needed in the war effort.

It would be a pity if Secretary Ickes' article led to any further spread of the drunken-sailor theory of spending. His figures seem to support the argument that since the nation is worth so much more than we thought it was before he got up his inventory we can plunge the nation into debt with more whole-hearted abandon than when we were spending our way back to prosperity. Yet, while Mr. Ickes' inventory of coal and oil in the ground, iron ore, buildings, forests, farms and fisheries, industry, and waterpower indicates that we could pay off a really enormous debt rather than resort to bankruptcy, debts must still be paid off and in the meantime pay interest and no matter how rich a country's natural resources may be it is easier to pay off a smaller debt than a larger one. It is unfortunate that a public official sees only blue sky.

fied, financially unsuccessful agent is the exception rather than the rule the campaign to rid the business of this type of man will have achieved such success no company or agency will want to delay getting on the bandwagon. Complete success of the movement should follow quickly and almost automatically from that point on.

Today it takes a breadth of vision,

a willingness to consider the other fellow, and an interest in the prestige of the entire life insurance business to be able to forego the production from the marginal agent. The mere fact that an agency can keep these men under contract without feeling a weight of opprobrium is indicative of the job that still needs doing. All should take a firm vigorous stand.

Col. Robbins Practical Experience

THE late Col. C. B. Robbins, manager and general counsel American Life Convention, was able to be of great practical value to the smaller and medium sized companies that belong to the organization. The executives felt that he was cognizant of their problems, difficulties and temptations because he served as president of just such a company, the Cedar Rapids Life. Therefore he knew at first hand what was confronting such companies, what mistakes were likely to be made and he attempted to point the way to an easier course and one less fraught with danger.

Because of this intimate knowledge with the smaller company activities he came more closely in touch with officials of similar institutions. They looked upon him rather as a big brother in whom

they had supreme confidence. He was sincere in his effort to lend a helping hand. Therefore Colonel Robbins was able to convince these executives of the desirability of membership in the American Life Convention. He wanted them to be in close touch with all its operations and to take advantage of the many features that it offered. The American Life Convention was to them a practical working organization. They felt free to go to it and to talk over their particular troubles or desires. They recognized the fact that as a class they had different issues to meet than those confronting the larger institutions. Therefore the American Life Convention offered just the help and encouragement that they needed. The influence of such men carries on.

Letup in Weeding Out the Unfit

Zeal in weeding out the unfit agent seems unfortunately to have slackened materially. Many companies and agencies are still doing a fine job but if others are going to hang on to their marginal producers year after year much of the benefit that the former are entitled to look for from their sound policy of selecting carefully and retaining only those agents who are qualified to succeed will be lost.

It is probably natural, in view of the manpower shortage and the difficulty of getting new agents, to cling to such agents as are still on hand even though they may not be fitted for the business. These unsuccessful agents produce at least some business and if they don't use up too much of the time of the general agent or his supervisory staff the tendency is to feel that whatever they produce is just that much more than the agency would have had without them.

The general agent who retains a poorly qualified, obviously unsuccessful agent has no way of ascertaining how many potential \$300,000 producers such a man keeps out of the life insurance business. Those in the business know that agents' incomes range all the way

from the subsistence level to an imposing degree of affluence. But what does the man who might become a better than average agent think when the only definite idea he has about the business is that his friend, Joe Doakes, is an agent and Joe is clearly on the down-grade? He doesn't stop to think that Joe may be a very fine fellow but miscast as a life insurance agent. His reaction is that there must be something wrong with the life insurance business. So he wants no part of it.

Unluckily the influence of these unsuccessful agents in souring potential good men on the business before they even consider entering it seems to carry more weight than the examples of outstandingly successful agents. Yet it is not necessary to attain the ideal of eliminating every last dub agent before the selling of life insurance will enjoy the prestige that it should with the public and with those potentially successful agents who now pass it by because they want nothing to do with a line of work in which, they feel, nearly everyone is a failure. When those outside the life insurance business begin to feel that the poorly qual-

PERSONAL SIDE OF THE BUSINESS

Oscar E. Aleshire, president of the Modern Woodmen of Rock Island, is a student of history. In connection with the campaign in north Africa he turned his attention particularly to Tunis on the north coast, a city of 200,000 people. Mr. Aleshire became convinced that this was the site of the old city of Carthage. He then began an intensive study of maps and history and discovered that he was correct.

In the house organ of the Modern Woodmen on the president's page he contributes an article "Delenda est Carthago" in Latin which translated means "Carthage Must Be Destroyed." He states that scarcely a vestige of old Carthage now remains although it was once a city of from 700,000 to 1,000,000 inhabitants. Rome and Carthage became the two leading powers of the world.

He states in the article that today many of the causes which brought about the Punic wars are found in the war in Africa. Again it is Tunis near the site of ancient Carthage which was the principal city to be taken. He discovered many parallels in his study between the situation then and now. Mr. Aleshire is firmly convinced that much can be learned from the study of history since it is continuous and un-

changing. The article which he has contributed has attracted wide attention.

C. D. Maier, who completed his first three months in the life business with Penn Mutual in Wichita July 1, set an enviable record for a new man in the business, according to Paul Jernigan, general agent. He paid for 41 cases for more than \$125,000, an average of a little over \$3,000 a case, with more than 95% of his applications turning in full settlement. Starting April 1, he paid for \$36,500 the first month.

As a tribute to vice-president **A. V. Mozingo**, Franklin Life agents engaged in a successful 15-day drive that culminated on his birthday. Mr. Mozingo's headquarters are at Dallas.

Donald Knowlton, the new New Hampshire commissioner, was born in Concord, N. H., in 1895. He was educated in the Concord public schools, Boston University College of Liberal Arts and Boston University law school. He was admitted to the practice of law in New Hampshire and Massachusetts in 1918 and practiced law in Boston from 1918-1920, and in Concord from then on. He was appointed assistant United States attorney for the district of New Hampshire by President Harding in 1922 and resigned in 1927. He

THE NATIONAL UNDERWRITER

Published by THE NATIONAL UNDERWRITER CO., Chicago, Cincinnati, New York. PUBLICATION OFFICE, 175 W. Jackson Blvd., CHICAGO. Telephone Wabash 2704.

EDITORIAL DEPT.: C. M. Cartwright, Editor. Levering Cartwright, Managing Editor. News

BUSINESS DEPT.: John F. Wohlgemuth, President. H. J. Burridge, Vice-President and Secretary.

Editor: F. A. Post, C. D. Spencer. Associate Editors: D. R. Schilling, J. C. O'Connor, Kenneth Force.

G. C. Roeding, O. E. Schwartz, Associate Managers.

NEW YORK OFFICE—123 William St. Tel. Beekman 3-3968. **Editorial Dept.**: R. B. Mitchell, Eastern Editor; George E. Wohlgemuth, Assistant Editor; Dorothy B. Paul, Editorial Assistant. **Business Dept.**: N. V. Paul, Vice-Pres.; J. T. Curtin and W. J. Smyth, Resident Managers.

CINCINNATI OFFICE—420 E. Fourth St. Tel. Parkway 2140. L. H. Martin, Abner Thorp, Jr., and C. C. Crocker, Vice-Presidents.

Subscription Price \$3.50 a year (Canada \$4.50). Single Copies, 20 cents. Entered as Second-class Matter June 9, 1900, at Post Office at Chicago, Ill., Under Act, March 3, 1879.

BOSTON OFFICE—944 Park Square Bldg., Telephone Hubbard 8696. R. E. Richman, Vice-President.

DALLAS OFFICE—526 Wilson Bldg., Tel. Riverside 3383. Fred B. Humphrey, Resident Manager.

DES MOINES OFFICE—3333 Grand Ave., Tel. 7-4677. R. J. Chapman, Resident Manager.

Subscription Price \$3.50 a year (Canada \$4.50). Single Copies, 20 cents. In Combination with The National Underwriter Fire and Casualty,

DETROIT OFFICE—1015 Transportation Bldg., Tel. Randolph 3994. A. J. Edwards, Resident Manager.

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SAN FRANCISCO OFFICE—507-8-9 Flatiron Bldg., Tel. EXbrook 3054. F. W. Bland, Res. Mgr.; Miss A. V. Bowyer, Pacific Coast Editor.

served as representative to the New Hampshire legislature for the 1929 session. He is a member of Concord board of water commissioners and moderator of the Concord Union School District. He was legislative counsel to Governor Blood during the 1941 and 1943 sessions of the legislature.

H. M. Morrison, head of the mortgage investment department of Great-West Life, has been elected president of the Mortgage Loans Association of Manitoba.

Joseph T. Gallagher, superintendent of claims of Northwestern Mutual Life, has been elected secretary of the Milwaukee Rotary Club.

Cecil Woods, president of Volunteer State Life, has been elected first vice-president of the Chattanooga chamber of commerce.

Ralph E. Heitmuller, general comptroller of Acacia Mutual Life, was elected president of the District of Columbia chapter of the Comptroller Institute of America at its annual meeting. He has made notable contributions in the field of tax and payroll accounting.

Wilbur W. Hartshorn, Hartford manager of Metropolitan Life and N. A. L. U. trustee, was inducted into the company's Veterans' Association on completion of 20 years' service. The service pin was presented by John H. Almy, superintendent of agencies.

William Tiplady, general agent of Ohio State Life at Ann Arbor, Mich., has received word that his son was seriously wounded in the Tunisian campaign. He is reported improving in an army hospital.

Walter J. Rountree, Pacific Mutual, past president of the Atlanta Life Underwriters Association, has joined the faculty of Emory University as a part-time professor of engineering. Mr. Rountree, a former professor of industrial management at Georgia Tech, will continue his insurance work and is "merely helping out in the emergency."

DEATHS

Russell J. Dorr, 56, chief underwriter of the accident department of Connecticut General Life, died suddenly at his home in West Hartford, Conn. He had been with Connecticut General since 1913. He was born in St. Catharines, Ont.

Two brothers, Arthur H. Dorr and Harry B. Dorr, are both with Connecticut General Life.

William A. Rawlings, vice-president of Massachusetts Mutual Life in

charge of mortgage loans from 1933 until his retirement in 1940, died at his home in Springfield, Mass. He went with the company in 1892 at the age of 22 and rose from a humble position to one of high honor and trust. He had been a clerk and stenographer in the Salina, Kan., mortgage loan office, then in 1894 went to Kansas City as cashier of both the agency and loan office.

In 1901, he was transferred to the mortgage loan department at the home office. When a loan agency was established in Pittsburgh in 1907, Mr. Rawlings was placed in charge as manager. Three years later the office was closed and he was made manager of a new loan agency in Washington.

He was recalled to the home office in 1925 and was appointed assistant superintendent of loans. He became successively associate superintendent of loans, superintendent of loans, second vice-president, and vice-president.

Carl J. Mayer, 46, assistant district manager of Metropolitan Life, Elkhart, Ind., died there after an illness of several months.

T. E. Flick, 61, vice-president and secretary of Texas Prudential, died at his home in Galveston. A native of Germany, he went to Galveston 37 years ago and had been with Texas Prudential since its organization in 1910, serving as secretary-treasurer 1910-1939 and since then as vice-president and secretary.

P. M. Anderson, 77, long a special agent of Northwestern Mutual in Wichita, died following a stroke suffered ten days previously. He completed 50 years with Northwestern Mutual in 1937 but remained active until two years ago. His entire life insurance career had been in Wichita.

During his long tenure Mr. Anderson paid for more than \$10,000,000 of insurance. Ralph Emerson, assistant agency director at the home office and formerly associated with the Poindexter agency in Los Angeles, represented the agency department at the funeral.

CHICAGO

MAKES MONTHLY GAINS

Gains in business have been made in five of the first six months this year by the Zimmerman agency of Connecticut Mutual in Chicago, General Agent H. C. Hunkin announced. This record was made despite the fact three-fourths of the full-time organization is in military service. Much of this record was due to selling pension trust plans. The

agency ranks among the leaders in Connecticut Mutual in number of these plans handled.

PAPENHAUSEN WITH BOWSER

John Papenhausen, who has been with John Hancock Mutual Life in Chicago for the past 14 years and has lately been supervisor and also has engaged in brokerage work, has joined the Arda C. Bowser agency of National Life, Vt., Chicago, as brokerage manager. Heretofore Mr. Bowser has looked after the brokerage work himself.

Mr. Papenhausen's experience has been diversified through having served as an office manager of a general agency, a brokerage representative, an agency sales supervisor and as a personal producer.

He has made a study of business life insurance and taxes affecting life insurance and personal estates, thereby further qualifying him to assist brokers and surplus writers in these phases.

TOO FEW AGENTS PRODUCING

A Chicago general agent in commenting on the present life insurance situation in the city said that too few agents are producing a good volume of business. The top men of an agency in his opinion have little to complain of. The volume of new business is keeping up

rather steadily. The pension trust field naturally is very attractive and some agents that might be selling regular life insurance, hearing of the large premiums on a pension trust case endeavor to work up that business. It is entirely a specialty line and is intricate and difficult to handle. Some agents have been able to initiate cases and have a specialist continue through.

PENSION TRUST BUSINESS

Agents selling pension trust business say that a mistake is made in trying to use a standard plan or apply one that has been successful with one concern to another. Organizations differ as to their financial status so far as profits and taxes are concerned. A concern that has reached the 90% bracket in taxes and has been making good money realizes that the amount paid for premiums on the pension trust can be deducted from income and, therefore, the cost to the company will be considerably less as otherwise it would pay far greater taxes. Some pension trust plans presented are complicated. They have many legal, financial and insurance features. Just because a plan was worked out for a large concern which sees the advantage of taking a pension trust on account of the tax situation it cannot be applied to others.

THE NEW INSURANCE

MONEY MAKER

issued by the

ILLINOIS BANKERS LIFE ASSURANCE
COMPANY

THE INCOME BUILDER

1. We have a NEW PLAN to enable you to make more money in these times.
2. ONE-TENTH THE SALES, through large first commissions and large renewal commissions will return you TEN TIMES the earnings of the same volume of life insurance alone under our plan.
3. IN ONE YEAR, you build as large a renewal income as you would in ten years writing the life insurance alone under our plan.
4. This Insurance Pays All Ways:
 If you live too long.
 If you do not live long enough.
 If you are disabled.
 If you have an emergency need for cash.
 ALL AT EXCEEDINGLY LOW COST.

HUGH D. HART

Vice President and Director of Agencies

Illinois Bankers Life
Assurance Company

MONMOUTH, ILLINOIS

TODAY'S MARKET

offers life underwriters their greatest opportunity.

Atlantic's newly developed Heavy Duty, Accumulator and Home Defense policies are geared to conditions of this market.

We are endeavoring with our field forces to move with the times.

★ ★ ★

ATLANTIC
LIFE INSURANCE COMPANY



RICHMOND • VIRGINIA

LIFE AGENCY CHANGES

Stull to Seattle for Penn Mutual

Franklin G. Stull has been appointed general agent for Penn Mutual Life at Seattle. He succeeds Everett C. Miller, who has asked to be relieved of the Seattle post because of his health.

Mr. Stull is a native of Philadelphia, and was graduated in 1933 from the University of Pennsylvania, where he took special life insurance training under Dr. S. S. Huebner. He then went with Penn Mutual in the home office agency. Within a short time he was placed in charge of his own unit, which developed an average production of \$1,500,000. He served as director of training in that agency. His own personal production has averaged \$350,000 annually.

He is a C. L. U. and has served as secretary of the Philadelphia Chapter.

Great-West Life Now in California

An interesting development of the operations of Great-West Life in the United States is the announcement that it has now entered California. Since first entering the United States in 1906 in North Dakota, it has steadily expanded until it now does business in 10 states.

For the management of its affairs in California, the company has secured Newhouse & Sayre as general agents. While Newhouse & Sayre is one of the largest underwriting firms in the United States, handling many highly specialized lines of insurance, the Great-West Life connection marks its initial venture into life insurance.

Newhouse & Sayre have appointed J. C. Schaefer as life manager, in charge of their life insurance operations. The headquarters of the life department will be in the Los Angeles branch, 639 South Spring street.

Fishing Parties for Qualifiers

As reward for writing \$15,000 of business each month for three successive months, L. C. Waring, Oklahoma City general agent of Bankers Life of Iowa, entertained the qualifying agents with two fishing parties, one for eastern Oklahoma at Pensacola Lake and that for the western part of the state at Lawton near Lawton.

Spooner Installed in New Tex. Post

SAN ANTONIO.—A. Lloyd Spooner was installed as agency manager of Equitable Society for west and southwest Texas here July 1. Eighteen members of the agency force attended a luncheon honoring the new manager. Honor guests were W. W. Klingman, general manager, Dallas; Harold Rossman, agency manager, Houston, and Irvin Grose, district manager, El Paso.

Mr. Spooner joined Equitable in Iowa 20 years ago. He has been one of the leading producers through the years and has been a member of the "App-a-Week Club" approximately 900 weeks, which means that for almost 18 years he has produced one or more applications per week.

Mr. Spooner has been engaged in managerial work for several years. Since coming to Texas three years ago, he has been assistant manager of the San Antonio agency and has been engaged in organization and development work in

west and southwest Texas. He has offices in the Milam building.

Atlanta Leader Joins Northwestern Mutual

Lawrence Willet, who has become associated with Northwestern Mutual Life in the Luther E. Allen agency at Atlanta, is one of the best known life insurance men of his city. He has been with Penn Mutual 24 years as agent, associate general agent and general agent. For many years he was associated with his father, Hugh M. Willet, general agent of Penn Mutual, who was president of the National Association of Life Underwriters 1914-15. Lawrence Willet was the first Georgian to receive the C.L.U. designation. He was the first president of the Atlanta chapter and is now a director of the American Society, C.L.U. He has qualified four times for the Million Dollar Round Table. He is a past president and is a director of the Atlanta Life Underwriters Association.



LAWRENCE WILLET

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Long with Cramsie-Laadt

John M. Long has been appointed life manager for the Cramsie-Laadt

Serving the West

E
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G

IN

- ★ Policyowner Service
- ★ Present and Postwar opportunities
- ★ Agents Training
- ★ Sales Tools
- ★ Policies for a War Time and Post War Time Life and A & H Market

Our New All-in-One Plan

Is the Answer to Wartime Selling

Income for Death
Retirement
Accident
Sickness
Hospitalization

Our Lead Letter System Works

Life • Accident • Health • Hospital

THE OHIO STATE LIFE INSURANCE COMPANY
COLUMBUS, OHIO



HOME OFFICE . . . SACRAMENTO

Agency in Chicago, which represents Northwestern National Life. He was formerly with the Samuel Lustgarten agency of Equitable Society in Chicago.

McCullough with Fidelity Mutual at Knoxville

Oris E. McCullough has resigned as manager of American United Life at Knoxville, Tenn., to go with Fidelity Mutual Life there in the same capacity.

Following his graduation from Hendrix College, Conway, Ark., where he was an outstanding athlete, Mr. McCullough taught and was for five years superintendent of schools, resigning in 1932 to enter life insurance in Little Rock with Union Central. In 1938 he was transferred to Knoxville as manager for that company, and continued in that position until his recent connection with American United.

COMPANIES

Denies Ariz. Benefit Firm Right to Go Legal Reserve

The Arizona corporation commission has denied the application of International of Phoenix, which is a benefit society, to convert to a legal reserve basis. International desired to convert \$4,765,000 of insurance to a legal reserve basis and to have the balance taken over by National Union of Arizona, another benefit society, which is owned and controlled by officers of International.

The commissioners said the denial is based to a considerable extent on the experience of domestic insurance companies attempting to operate under the general code. Three such companies have been organized in Arizona in the last 25 years and all failed.

The commissioners also objected to the dual pay policy that is issued by International. About \$3,970,000 of the insurance consists of dual pay contracts. The commission several years ago issued an order prohibiting the writing of such business in Arizona but the Maricopa county superior court in 1941 nullified the order.

International reported that it had assets of \$102,418.

Western Life Founder's Month

Western Life of St. Louis is observing "Founder's Month" in July. The company, then known as Western Funeral Benefit Association, was founded

just 49 years ago by Carlton G. Haizlip, now secretary. The company is making plans to observe its golden anniversary in 1944. Horace G. Beedle is now president and Charles L. Kell director of agencies.

Pacific National Buys Building

Pacific National Life has purchased the seven-story McCormick building in Salt Lake City, which has housed its home office for 11 years.

American Home Promotions

Frank J. Seitz, secretary and director of sales of American Home Life of Topeka, has been elected vice-president and director of sales. Ralph Hughes, assistant secretary and treasurer, became secretary-treasurer, succeeding Mr. Seitz. Dr. B. M. Marshall, assistant medical director, was elected medical director to succeed his father, the late Dr. A. H. Marshall. Raymond Kolterman was elected assistant secretary to succeed Mr. Hughes.

Veteran Employer Honored

National Aid Life of Oklahoma City has presented diamond service award pins to two 20-year employees, Gladys B. Beam, the president's secretary, and Sydney C. Marriott, assistant secretary in charge of the conservation department, and ruby awards to 10 who had been with the company 15 years.

COAST

New Los Angeles Quarter Million Officers Installed

LOS ANGELES—The Los Angeles Quarter Million Dollar Round Table installed officers at the annual outing. W. H. Jenkins, Massachusetts Mutual Life, won the low gross golf score trophy and Roy H. Sheldon, Equitable Life of Iowa, had low net score. The dinner featured a musical program.

New officers installed were: President, Rockwood Nelson, State Mutual Life; vice-president, John F. Curtis, Massachusetts Mutual; secretary, Horace H. Mickley, Northwestern Mutual Life; treasurer, Dean C. Bryant, Provident Mutual Life.

H. R. Van Cleve, Massachusetts Mutual Life, retiring president, was presented three block prints.

Big California Tax Bill

Insurance companies operating in California will pay \$9,544,371 in taxes this

year, based on 1942 premiums and ocean marine underwriting profits, according to the tax reports submitted by the insurance department to the board of equalization. This is a slight decrease, which is not, however, attributable to 1942 but to adjustments of prior years' taxes.

Seattle Tax Exempts Insurance

SEATTLE—Exemption of all types of insurance from the new Seattle occupational tax law was incorporated in an amendment authorized by the city council's finance committee.

In recommending exemption of premiums, Corporation Counsel Van Soelen told the committee he favored such action "because of the probable serious effect of retaliatory laws."

C. J. Barnett in General Agency

C. J. Barnett, field supervisor for the "Underwriters Report" of San Francisco, has resigned to join the John D. Boyle general agency as special agent for Los Angeles and vicinity. He had been with "Underwriters Report" for six years and had formerly been in the daily newspaper business. At one time he was editor and owner of the "Insurance Journal" of southern California.

R. A. Hohaus, associate actuary of Metropolitan Life, was corroborated, but redundantly, in his account of the

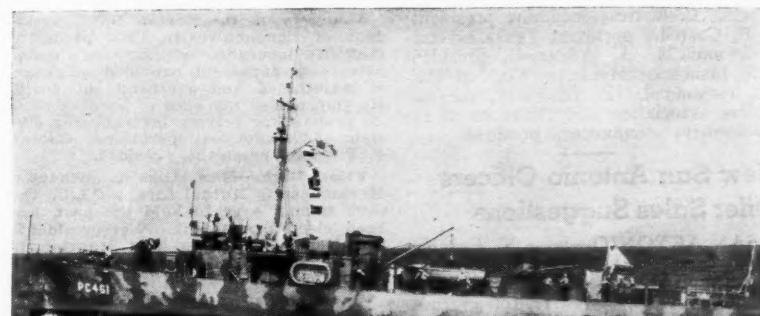
flying fish that flew through a port hole of the ship to which he was attached in the last war, landed in the pan and before expiring flopped on the other side, to be done to a crisp brown. Mr. Hohaus' story appeared in the letters to the editor section of "Life" magazine recently. In the July 5 edition of "Life" there appear letters from Capt. D. J. Schoonmaker of Santa Monica, Cal., and Leo Nelson of Beverdam, O., each of whom claims to have been the cook at the time the flying fish accommodated. The letters are captioned "Too Many Cooks."

Ohio National Parley at Canton

The Ohio general agents of Ohio National Life held a two-day gathering at the Congress Lake Country Club near Canton, O. Norman Tschantz of Canton was in charge of arrangements. Clifford Little, social security administrator at Canton spoke of the relation of social security and life insurance and the cooperation of the social security office with life insurance men. All of the Ohio general agents with the exception of J. W. Millholland of Columbus attended.

Ray Hodges, superintendent of agencies, and Grant Westgate represented the home office.

John Hancock Mutual Life held a conference of group managers at Swampscott, Mass.



"One of The Best"

Official U. S. Navy
Photograph

This speedy and quick-turning steel sub-chaser is "One Of The Best" watchdogs that Uncle Sam has for harrying enemy undersea raiders with depth charges.

Among insurance companies . . . Central Life . . . which provides low-cost protection with high-class, reliable, helpful service for policyholders . . . also is recognized everywhere as "One Of The Best."



CENTRAL LIFE
ASSURANCE SOCIETY
(Mutual)
HOME OFFICE • DES MOINES

Reflection

The building of any organization begins, paradoxically, at the top and proceeds downward. This fact may not be ignored nor its truth nullified, for it works its effects with serene disregard to the theories of those who seek to refute it.

Good and capable leaders attract to themselves men who possess the same attributes, and it is equally a fact that such leaders not only reject, but, either wittingly or unwittingly, repel followers who are basically bad or incompetent.

The end result of this law's operation is that no organization can ever be better than those responsible for its ideals and its methods. Every institution is but the reflection of its governing personnel—a living proof of the inescapable fidelity of poetic justice.

AMERICAN UNITED LIFE INSURANCE COMPANY
FOUNDED 1877
INDIANAPOLIS

NEWS OF LIFE ASSOCIATIONS

Dallas Life Agents Are Honored in "Y" Dinner

Dallas life agents were guests at an appreciation dinner sponsored by the Y. M. C. A. as a means of recognizing their civic worth. Mayor Rodgers was the principal speaker. He said the life agents have not been surpassed by any other civic group in the development of Dallas.

Mayor Rodgers said he never has dropped a life policy and does not intend to do so. As an attorney, he said the best advice a lawyer could give his client would be to set up a life insurance estate before he starts speculating in other fields, for life insurance is the best investment a man can make in war or in peace.

W. A. Thomas, collector of internal revenue, paid tribute to the life agents for their part in selling payroll deduction war bond plans. He said \$1,600,000 is being purchased monthly under plans set up by Dallas life, fire and casualty agents. Dr. O. M. Marchman, Y president, said the life agents are a great force in the Y. M. C. A. youth program. They are builders, he said.

H. M. Roberts, retiring president Dallas association of Life Underwriters, through which the dinner was arranged; C. E. Seay incoming president; J. P. Costello, president Texas association, and M. A. Anderson, president Life Insurance Managers Club of Dallas, responded. E. G. Perry, member Dallas association and chairman of the endowment committee, presided.

New San Antonio Officers Offer Sales Suggestions

SAN ANTONIO—Jesse N. Fletcher, Great Southern Life, installed the new officers of the San Antonio Association. Ronald Vincent, Travelers, retiring program chairman, was presented an English briar pipe, and G. V. Jackson, Lincoln National Life, retiring president, a traveling case.

The new officers and directors were then called upon for two-minute extemporaneous talks. Mr. Jackson suggested a breakfast appointment as best when an agent desires to talk with a dentist or a physician. Lewis Russell stated that war-workers now have more money than ever before and less to buy. He said there are fewer salesmen and that he has found that selling the war-worker is simply a matter of contacting him. Tom N. Moody described the group of men under 38 as a much more favorable market now than a year ago, because they are not so unsettled in their thinking, having reached the con-

cclusion that there is now little prospect of their being called into the armed forces.

Miss Leone Skelton considers women a better market for life insurance than ever before because of more earning power, a more stable economic situation and an awakening to their needs. W. E. Vincent said applications on children are most readily accepted by companies. A. J. Ballard indicated that key men in organizations now offer an especially good market.

Worcester, Mass.—William H. Nolet, Metropolitan Life, has been elected national committeeman to succeed Benjamin B. Snow, Jr., State Mutual Life, resigned.

Hutchinson, Kan.—New officers elected are: H. F. King, Northwestern National, president, succeeding Frank J. Mercer, Farmers & Bankers; J. J. Smythe, Metropolitan, vice-president; Bert S. Berry, Travelers, reelected secretary-treasurer.

Topeka, Kan.—John R. McClurg, assistant manager of Aetna Life, succeeds E. E. Shurtliff, vice-president Victory Life, as president. W. H. Waters, National Life & Accident, is vice-president; J. W. Ransome, Jr., Home Life, secretary; and John Tipton, Prudential, treasurer.

Emporia, Kan.—A. E. Breyer, Prudential, has been named president, succeeding Frank H. Johnson, Massachusetts Mutual Life.

Youngstown, O.—Morton Boyd, president of Commonwealth Life, predicted that life insurance will continue under private management provided efficiency is maintained and overhead cut down. He emphasized the need of keeping public support for private insurance by efficient and economical operations. George P. Finegan, president, presided.

Flint, Mich.—Miss Alice L. Meadows, Massachusetts Mutual Life, a C.L.U., the first woman ever to hold the post, has been elected president. Vice-presidents are Henry C. Dewey and Maurice B. Smith; secretary-treasurer, Arthur C. Cobb.

Wichita—Paul Jernigan, Penn Mutual general agent, new president, is calling a meeting of the newly elected officers early in July to decide on plans for a picnic for members and their families. Mr. Jernigan announces that there will be no letup in the war bond drive during the summer.

Bluefield, W. Va.—Carlisle W. Gentry has been elected president; succeeding Isadore Cohen; C. D. Rhodes, vice-president; D. E. Templeton, secretary, and Sam C. Rush, treasurer.

Harold Clonch, new state president, outlined some of the plans for the state association for the coming year.

Mobile, Ala.—New officers are: President, H. T. Hailstock, Commonwealth Life, succeeding L. J. Polizzi, Metropolitan; first vice-president, J. H. Grant, Reliance Life; second vice-president, E. E. Fields, Protective Life; secretary-treasurer, G. R. Williams, Life & Casu-

alty; national committeeman, E. S. Partridge, New England Mutual.

Vermont—James E. Rutherford, executive vice-president National association, addressed the annual meeting. Officers elected are: President, C. P. Flinton, Metropolitan, Brattleboro; vice-presidents, H. L. Wood, John Hancock, Rutland; secretary-treasurer, A. E. Jensen, Penn Mutual, Burlington; national committeeman, Harry Butler, Berkshire Life, Burlington; legislative chairman, F. S. Brynn, National Life of Vt.

Springfield, O.—V. L. Ballantine is the new president; D. F. Cassatta, vice-president; Robert Carter, secretary-treasurer.

Knoxville, Tenn.—Harry W. Pipkin, General American Life, has been elected president to succeed K. T. McCrary. W. L. McDonald is vice-president; Frank Demon, secretary-treasurer; W. L. Ambrose, state committeeman; Ralph Talley, national committeeman.



G. W. Rogers

AGENCY NEWS

Employe Insurance Plans Build Post-War Security

CINCINNATI.—Post-war security of wartime workers, increased protection now for employees and stimulation of better employer-employee relationships are being facilitated through employe insurance programs throughout the nation, E. A. Starr, Hartford, group supervisor Connecticut Mutual Life, told the W. T. Earls general agency at a meeting. He conducted a two-day conference for agency's representatives in southern Ohio and northern Kentucky. Ralph H. Love, agency manager, presided.

Management executives and those entrusted with building reserves against depreciation of manpower, Mr. Starr declared, find employe insurance programs provide a cushion for postwar employment readjustments likely to follow completion of war production until reconversion is attained. He reported

employe insurance written by Connecticut Mutual in 1943 represents a 200% increase over 1942 volume.

Besides the protection features for employees, Mr. Starr said the group insurance programs under pension trust arrangements provide collateral benefits in creating incentive among workers, build employee morale and stimulate efficiency.

Funds accumulated by employees under the insurance trust program become available to the individual if the worker leaves the organization, he said.

Hammond Agency Is Leader

The Wilmer M. Hammond agency of Aetna Life in Los Angeles holds first place for the year to date in paid-for life business, and also first place in paid-for group insurance.

The agency closed the half year with paid-for business 22.4% ahead of 1942.

Honor Walker in Buffalo

The staff of Travelers' Buffalo office observed Manager Harlan W. Walker's 30th anniversary with the company by



The Home of Complete Protection

B·M·A
BUSINESS MEN'S
ASSURANCE COMPANY
KANSAS CITY, MISSOURI

LIFE • ACCIDENT • HEALTH
ANNUITIES • HOSPITALIZATION • GROUP • ALL-WAYS

W. T. GRANT
President
J. C. HIGDON
Vice-President in Charge of Sales

**State Mutual Life Assurance Company
of Worcester, Massachusetts**
Incorporated 1844
America's 5th Oldest Life Insurance Company

Urge Cooperation on Pension Cases

(CONTINUED FROM PAGE 2)

on the income basis. In this way the employing corporation would have made a relatively small investment for those employees who had left or died before age 65 and would have that much more to bring the remaining policies to the endowment basis at 65 but no life company was willing to accede to the arrangement.

SEC Goes After Bond Concern

(CONTINUED FROM PAGE 1)

suading an investor to sell one security and buy another which makes it possible for a salesman to obtain a second commission, a practice known as double loading.

President Crabb denied that methods used by his companies came under these headings. President Crabb said, "We understand that one of the principal issues involved concerns the making of premium cash offers to our certificate holders. These have been made for a number of years and the SEC and the National Association of Securities Commissioners have had knowledge of such premium offers since 1939."

Certificate holders who did surrender their securities in response to premium offers were not required to buy other securities, he said, and two-thirds of these did not.

The SEC charged the companies with offering and selling shares of certificates of a special series for cash and "in exchange for its own outstanding certificates by means of misrepresentation of material facts including the relations of the corporate defendants to the war effort, to the United States, to the Securi-

ties & Exchange Commission, and to such others by means of omission to state material facts including fees and charges."

The SEC accused the Investors Syndicate of falsely telling prospective investors that the purchase of mutual shares "accomplishes the identical purpose of the purchase of war bonds and vitally aids the war efforts and that such shares were safer than war bonds and yield more."

The Investors Syndicate came in competition with life companies because it declared that its securities earned more and paid more. They were regarded as superior endowments. Both

the Fidelity Investment Company and the Investors Syndicate cut wide swaths in their appeals to those that would otherwise probably have been buyers of insurance. They had branch offices throughout the country and their salesmen were alert and active. President Crabb said that the Investors Syndicate has in the last 13 years paid out in cash to its contract holders for maturity certificate loans and surrender values of more than \$200,000,000. The Investors Syndicate was organized in Minneapolis in 1894, and for many years it invested mainly in mortgages but of late years has been putting its funds into other securities.

acting treasurer, due to M. W. Powers, treasurer, going into army service stationed in Indianapolis. Miss Kitto has been with Modern Woodmen for three years in the head office and previously assisted O. E. Aleshire, president of Modern Woodmen, when he was national treasurer and maintained his office in Chicago. She had been connected with his general insurance agency firm, Parker, Aleshire & Co., for about 25 years, discharging the functions of office manager.

Michigan Congress to Hear Commissioner Forbes

Representatives of 27 fraternals operating in Michigan will gather at the Detroit-Leland Hotel July 12 for the quarterly one-day meeting of the Michigan Fraternal Congress. Judge C. F. Haight will preside.

Commissioner Forbes will be the main speaker, on current problems of the department and its life and fraternal division. J. E. Little, actuary and national field director Maccabees and past president Michigan Actuarial Society, will outline the activities of the local members of the National Fraternal Congress and discuss current trends in the fraternal insurance field.

Forrest Wiswell, state manager Protected Home Circle, is program chairman. Ensign Helen Stewart of the WAVES will outline work of her organization and a representative of the

LEGAL RESERVE FRATERNALS

Juvenile Growth Reported by President Hadley

A significant feature of the report of S. H. Hadley, president of Protected Home Circle, at the biennial convention in Pittsburgh last week was the growth of juvenile business and the transfer of juvenile to adult membership. He said that Dec. 31, 1940, the juvenile department membership was 16,941; but at the end of 1942 it has increased to 19,228.

In these two years the society transferred approximately 75% of all juvenile members who became 16 years of age. It has been found, President Hadley said, that juvenile members who transfer to the adult status are lasting members. Their business stays in force. Their early training in the fraternal ranks has made them persistent.

President Hadley said in the last two years the field force has been reduced by 25%, many going into service and many others into some defense work. Yet there has been consistent gain in business. Lapsation has been held to the very lowest point, for many months having been really less than 3/4ths of 1%, he said. Although a somewhat smaller volume of business has been produced, the net amount of insurance being put on the books is steadily growing.

Fourteen state deputies of the field organization districts held a breakfast with Joseph Spencer, field director. In the first five months of this year a membership drive resulted in a net increase of 772 members. Protected Home Circle at the end of 1942 passed 80,000 members and President Hadley set the objective at 90,000 members. Plans for field work were discussed by the field people. A campaign entitled "Agnes R. Hadley Victory" campaign was adopted covering the period July 15 to the end of the grand circle meeting in 1944, at the suggestion of Forrest E. Wiswell, state deputy.

In the general session a service record book containing the names of 2,415 members of the society who are in the service was presented by F. B. Mallett, guardian.

N.F.C. Questionnaire Is Sent Out by Mrs. Talley

A questionnaire to determine what societies which are members of the National Fraternal Congress are contributing toward the war effort has been sent out by Dora Alexander Talley, chairman of the committee on general welfare. Mrs. Talley is head of the Woodmen Circle, Omaha. The replies will be tabulated and presented by her at the N.F.C. annual meeting Sept. 28-30 in Cleveland.

The questionnaire asks as to the amount of government bonds purchased by each society up to July 1, approximate information in regard to amount of war bonds and stamps purchased by local lodges, various Red Cross activities with which local groups are cooperating, whether any local groups are offering use of lodge halls for Red Cross or other war work, activities of local groups in civilian defense, whether

the society is cooperating with OPA or other bureaus and organizations by printing their messages in official publications, extent of cooperation in salvage drives, how many men and women employees have joined armed services since the outbreak of war, approximate number of men and women who have joined the service, and any other contributions to the war effort or special project in which societies or local groups are participating.

R. B. Kitto Acting Treasurer

R. B. Kitto, assistant to the treasurer of Modern Woodmen, has been named

SOMETOWN

Can you substitute the name of your home community for the name above? Do you live in a midwest city? Would you like to write life and accident insurance? Then you'd like the ALLIANCE LIFE.

B. T. Kamins, Agency Director

THOROUGH REINSURANCE SERVICE
Life Substandard Accident Disability

R. E. Button, Reinsurance Secretary

Alliance Life

Insurance Company
750 N. MICHIGAN AVE., CHICAGO

LIFE

SELL THEM WHAT THEY WANT

ACCIDENT

HEALTH

Sell the public what it wants—

complete personal protection. You can build a good volume with the Federal Life and Casualty's accident—health—life protection for both men and women and juvenile life for children. Territory open in 30 states.

FEDERAL LIFE AND CASUALTY CO. DETROIT - - - MICHIGAN

85

Years of Steady Growth Makes for Confidence in the Future

MONUMENTAL LIFE INSURANCE COMPANY
Home Office—Baltimore, Md.

→ **Build**
YOUR OWN AGENCY, OR
BOOST YOUR INCOME . . .

Here's How:

The Wisconsin National helps you to success and security. It offers a new and attractive life agency plan with a group of select and saleable policies—diversified policies—Life, Accident and Health.

Or, you can boost your present income. The Wisconsin National has the policies that will secure increased income for you through new business as well as renewals. Your commissions will be most liberal, supplemented by prompt claim service.

★ For contract and territory in Wisconsin, Illinois, Minnesota, Michigan or Indiana, address Agency Manager.

LIFE • ACCIDENT
• HEALTH •

WISCONSIN NATIONAL
LIFE INSURANCE COMPANY
OSHKOSH, WISCONSIN

Red Cross will speak on blood plasma donations.

Ohio Adult Non-Medical Bill Is Signed by Governor

Governor Bricker of Ohio has signed the legislative bill to permit legal reserve fraternal benefit societies to issue non-medical life insurance to adults under certain restrictions. Previously a similar bill was passed extending the same privilege to juvenile applicants. James B. Yaw, law committee chairman of the Ohio Fraternal Congress, was present when the bill was signed. The measure was supported by Superintendent Crabbe. Others who helped materially in securing passage of the bill were Frank B. Mallett, supreme guardian of Protected Home Circle; A. W. Franklin, president Ohio Fraternal Congress; James Daly, United Commercial Travelers, Columbus; Homer Trantham, manager-counsel Ohio Insurance Federation, and Franklin Rubrecht, attorney and past-president Ohio Congress.

New Royal League Head Once Was Breaker Boy

Fred A. Johnson, the new supreme archon and general organizer of Royal League, Chicago, has been associated with the society since 1912. He was born in Hauto, Pa., July 18, 1892. Mr. Johnson saw early experience as a slate picker or breaker boy in a colliery where he earned 62 cents a day. After he was graduated from high school the Johnson family moved to Cambridge, Minn., settling on a farm. The law appealed to Fred and he studied it at Minnesota College, where he was graduated, then attended night school at University of Minnesota.

Mr. Johnson later worked as a bookkeeper for the Northern Rock Island Flows Co., when he was offered a post as local deputy in Minneapolis by Chester E. Piper who then was supreme scribe of Royal League, and he took up that duty in 1913.

Long Interested in Baseball

His first love always was baseball. For eight years he was secretary of the Minneapolis Municipal Baseball Association and assisted in organizing the original group with 16 teams and later extending participation to more than 400. Mr. Johnson helped to select a number of future big league stars and is proud of a letter from Cornelius McGillicuddy, the famous Connie Mack of the Philadelphia Athletics, designating him an unofficial scout.

In 1921 Mr. Johnson became Minnesota state manager and scribe of the advisory counsel and five years later went to the head office in Chicago to manage the then new conservation department. Supreme Archon William E. Hyde retired in 1927 due to ill health, and with the advancement of W. F. Traub to archon Mr. Johnson became supreme scribe. In 1932 when Royal League merged with the Order of Mutual Protection, Mr. Johnson advanced to supreme vice-archon and general organizer, the post which he held until the election a week ago.

Mr. Johnson is a Lutheran, a Mason and Shriner.

RECORDS

Atlantic Life—Paid business in June was three times greater than in June, 1942, and insurance in force gained approximately \$1,300,000 in the month. This was the best month since December, 1930. For the first six months of 1943, paid business was more than double that of the corresponding period last year. Insurance in force exceeds \$140,000,000. Mortality has been extremely favorable.

Home Life—It reports the best June in point of paid-for business since June

of 1931. The business was 52% better than June last year, and 17% ahead of last month. This makes the fourth consecutive month in which it has shown large increases in paid-for over last year.

J. Bruce MacWhinney, John Hancock Mutual Life, Newark—Reports \$750,000 increase in business for the first half year, despite loss of many of agents to the armed forces.

Lloyd D. Harrison, Phoenix Mutual Life, Newark—Reports 44% gain for half year, the best six months in the history of the agency.

Walter G. Gastil, Connecticut General Life, Los Angeles—Closed half year with a gain of 44% in paid business.

IN U. S. WAR SERVICE

T. M. Hussey of the Hussey Agency, Topeka, Kan., general agent there of Equitable Life of Iowa, has been promoted from captain to major at Mather Field, Cal.

Members of the home office and agency organization of **Northwestern National Life** who are in military service now number 100. Approximately 12.5% of the company's full-time active agents are in the armed forces, while of men employed in the home office on Dec. 1, 1941, more than 22% are in service. Of those in service, 54 are currently commissioned officers or officer candidates.

James Clark, Oshkosh, Wis., manager of Wisconsin National Life, was honored by 20 associates at a dinner before leaving for Albany, Ga., where he will take a refresher flying course before receiving his commission and proceeding to Randolph Field, Tex., to act as instructor.

Lieut. (j.g.) Harvey Leiser, former Milwaukee life man, who has been executive officer of insurance and family allowance division at the Great Lakes Naval Training Station, has been advanced to commanding officer of that activity.

Take CIO Vote in Chicago

An effort to organize industrial life agents of Chicago in a city-wide CIO union was made at an election which was to have been held Thursday in a south side hotel. Much spade work has been done recently in preparation for the meeting. For several years organizers, notably Jack Braden, former industrial agent, have been attempting to become strongly established in Chicago, but this has been a difficult task in which apparently not much progress so far has been made.

Campaign for Managers

Security Life & Accident is having a unique campaign in July in honor of company managers. The campaign runs from July 1 to Aug. 4.

Driscoll K. C. Manager

Budd D. Driscoll, acting manager of the Kansas City, Mo., office of American Hospital & Life, has been appointed manager there.

Occidental Enters Four States

Occidental Life of California has entered Kentucky, Alabama, Mississippi and Delaware and plans are under way for development of the four states.

The 1943 eastern regional convention of **Manhattan Life** will be held at the Westchester Country Club, Rye, N. Y., Sept. 21-24.

Paul S. Miller of Philadelphia, recently elected president of the Pennsylvania State Junior Chamber of Commerce, has now been elected vice-president of the U. S. Junior Chamber of Commerce. He is with the home office of Penn Mutual Life in the salary savings division.

He was founder of the first of the agency cashiers' associations, at Omaha. He is a graduate of Girard College and a member of the alumni board of governors.

Farm Rehabilitation Work by Companies

Marvellous Job Has Been Done with Thousands of Foreclosed Properties

The Institute of Life Insurance calls attention to the rehabilitation program of the life companies so far as farms are concerned. Most of these now are returning to individual owners operation. There were one billion dollars worth of farm land which had to be taken over by the life companies by foreclosure. Some 100,000 farms with a total of some 15,000,000 acres were involved. These foreclosed farms had all been sound operating units when the mortgage financing originated, but had run down under depression conditions.

The Institute says that the life companies are approaching the end of the rehabilitation work and in many companies it is expected that nearly all the farms owned will have been resold to individual owner-operators by the beginning of another crop year. The farm rehabilitation work has been varied in scope and individual in application covering those things which would bring each unit up to satisfactory operating efficiency. The life companies had available capital for the immediate improvement and rehabilitation of the farms.

Gives Up Policies to Avoid Suit; Release Held Valid

The procedure of Mutual Life, according to the Washington supreme court, was proper in effecting cancellation of policies totaling \$12,000 on the life of Edward J. Doernbecher.

A few days after receiving the policies in 1933, Doernbecher became ill and underwent an operation which disclosed an advanced cancer. He was kept in ignorance of his true condition. Mutual Life learned of the situation and sought to cancel.

Doernbecher's attorney advised his client not to give up the policies, but when Mutual Life threatened to bring suit, which would have conveyed to Doernbecher knowledge of the true nature of his disease, the wife and lawyer prevailed upon him to surrender the insurance. Mutual Life had only a short time to act before expiration of the contestable period.

The wife argued that the release which she and her husband signed was procured by duress and compulsion. However the court declared that it is not duress to institute or threaten to institute civil suits or take proceedings in court. Mutual Life had sound reason for believing that a suit to cancel would have been successful.

Evans, McLaren & Lane, Louis W. Dawson, represented Mutual Life, while Little, Burgunder & Smith represented Mrs. Doernbecher.

Exact Time of Death Was the Main Issue

An interesting question about the exact time of death came up in Strobel vs. Aetna Life in which the Arkansas supreme court reversed the decision of the lower court. The only question presented was whether or not the jury's finding that the insured died before midnight, Jan. 29, 1938, was warranted by the evidence. The policy owner left his home about 1:15, Jan. 28, and parked the company car which was in his possession in a garage about 2:30 that after-

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Comb Building for a Five, Write \$102,000

A convincing, true story about cold canvassing was related by Manuel Camps, Jr., New York City general agent John Hancock Mutual, before the New England sales congress in Boston.

A Cleveland general agent was going to his office on the morning he was going to have an agency meeting. In the elevator he met an acquaintance, who also officed in the building, who informed the general agent he needed some life insurance for a specific purpose and he was going to buy \$5,000 more. "If you get a chance today, run up and write it," he told the general agent who asked if the friend had any objection if one of his agents wrote the case. It was all right with the prospect.

The general agent had 35 men in his agency. At the meeting he told them somebody in the building wanted to buy \$5,000. "I won't tell you who it is, but I will tell you what to do. There are 16 floors in this building. If each of you who are interested will take a floor you'll find out who the prospect is and the lucky man can write the case."

At 5 o'clock that night the agents compared notes. There were 16 applications for \$102,000, and they hadn't found the man that wanted the \$5,000.

noon. His body was found on June 18, in a badly decomposed condition, in the St. Lawrence River near Montreal. There was no motive shown for his disappearance and it was claimed that since it was possible for him to have reached Montreal or whereabouts by Jan. 29, coupled with medical evidence that the body had been in the water several months, an inference arose from which the jury could find that death occurred prior to midnight, Jan. 29, 1938. However, the higher court holds that it is not sufficient to show that the insured might have met death by that time, but that some condition must be shown from which it could be presumed that death did so occur. Judgment against the company, therefore, was reversed.

J. Frank Hall, 60, manager for Mutual Life at Memphis until last year, died at Johns Hopkins hospital, Baltimore. He joined Mutual life in 1912, became district manager in 1926, supervising assistant in 1930, and manager in 1931.

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Col. Robbins Dies After Prolonged Illness of Months

(CONTINUED FROM PAGE 1)

better industrial preparedness for war. He advocated preparedness as a means of preserving peace. He was a director of the Merchants National Bank of Cedar Rapids and continued to be chairman of the board of the Federal Home Loan Bank of Des Moines serving since 1934. He thus had a wide career in professional and business life.

Associated With the Convention

Colonel Robbins had been associated in an intimate way with the American Life Convention for the last 18 years having been elected a member of the executive committee in 1925 when he was president of the Cedar Rapids Life and served until 1930 when he was elected A.L.C. president. In 1934 he became manager and general counsel succeeding Claris Adams, now president of the Ohio State Life. He was the only man who served the organization as president and then later became its manager and general counsel. The Cedar Rapids Life was taken over by the United Benefit Life of Omaha, Dec. 31, 1936, without lien on policies.

With Colonel Robbins' extended experience as an executive, a soldier, a jurist, statesman, and administrator, he was particularly valuable in his position with the American Life Convention. In addition to his mental characteristics he possessed a very genial, friendly, sincere and royal good nature. The executives of companies belonging to the American Life Convention sought his counsel from time to time and looked to him as a personal friend.

Effect of Military Training

Colonel Robbins in his work retained something of his military training because even though he possessed a diplomatic frame of mind and was willing to give and take yet he was exacting in his requirements. He left the University of Nebraska to serve as a private in the First Nebraska Infantry in 1898. He became second lieutenant during the Spanish American war and Philippine insurrection. He took part in 27 engagements and was given special award. For instance, he was decorated with the "Purple Heart," the latter for injuries sustained in battle. He continued his military career becoming a major during the first world war and was subsequently promoted to the rank of colonel. Being one of the early devotees of the American Legion he continued his intense interest in that organization. When President Hoover was elected to office he offered the war portfolio to Colonel Robbins but

it was declined because of pressing business affairs.

Colonel Robbins had a comprehensive knowledge of the law and it served him in many practical ways. He practiced law in Cedar Rapids and served on the superior court bench from 1909 to 1919. He was a member of the American Bar and Iowa Bar Associations. He took a particular part in the Legal Section of the American Life Convention. He was a member of it while he was president of the Cedar Rapids Life and, in fact, his legal training and knowledge were of particular advantage to him in many ways. He had much to do with contacting authorities in Washington and in some of the more important states. Therefore he became known outside of insurance.

Colonel Robbins grew in mental and business stature considerably after he became manager of the American Life Convention. He surprised even his closest friends. His work was more constructive and potent than they imagined it could be. The membership increased from 126 to 176 companies during his administration. He enlarged its sectional activities, he made it more useful to its members, he was protecting the interests of life insurance in every possible way. He enlarged his official staff, gave responsibility to key people in his organization and aimed to develop them into masters in their specialty. He had no jealousy when they forged ahead. He encouraged his people to be more helpful and prominent. Thus his very nature and ability drew all associated with the organization closer to him and they pulled together.

Col. Robbins' Characteristics

A man in his position may be inclined to become dogmatic, arbitrary and somewhat arrogant. He never evinced any characteristics of this kind. He was always courteous, had an understanding mind and was sympathetic in his relationships. He cooperated closely with the Association of Life Insurance Presidents. He had his associates attend conventions and take prominent part in the general activities. He never wanted to dominate the organization as a one-man power. He gave everybody a chance.

Colonel Robbins is survived by two daughters, Mrs. T. C. Yarnall of Akron, O., Mrs. Alvin W. Allen of Cedar Rapids, and a son, Capt. L. F. Robbins, United States Army now stationed at Camp Hood, Tex.

Colonel Robbins was not a reactionary nor a stand pater but he was militant in his opposition to radicalism and extreme measures. He was outspoken in this regard and he did not hesitate to criticize vigorously some of the policies of the present administration. He saw the danger to life insurance in these socialistic trends and abhorred a government by bureaucracy.

The executive office of the American Life Convention in Chicago put on extra steam Monday following notice of

the death of Colonel Robbins. It was a holiday in the city but those were called to the office who would have any part in preparing the notice to members, notifying a number of executives, etc. It was not learned until after 3 o'clock in the afternoon the time of the funeral. Therefore Associate Counsel R. H. Kastner got out his notice to members and a personal expression after that time. The force had to work until late at night to complete all the details.

Publicity Director D. F. Barrett sent telegrams to papers from his St. Louis headquarters.

The following officers and members of the executive committee and past presidents represented the American Life Convention at the funeral at Cedar Rapids:

W. C. Schuppel, president Oregon Mutual Life; A. J. McAndrews, president Lincoln National; L. F. Lee, president Occidental Life of Raleigh; Claris Adams, president Ohio State Life; Henry Abels, vice-president Franklin Life; L. J. Dougherty, vice-president Occidental Life of Los Angeles; O. J. Arnold, president Northwestern National; G. S. Nollen, president Bankers Life of Iowa; T. A. Phillips, president Minnesota Mutual; Harry R. Wilson, vice-president of American United; C. A. Craig, chairman National Life & Accident; Byron K. Elliott, general counsel John Hancock.

Other Representatives

Representing the American Service Bureau were: Lee Parker, president, and B. M. Woodsmall and Maurice Cedstrom, vice-presidents, and R. L. MacKenzie, Chicago manager. National Association of Life Underwriters, Philip B. Hobbs, Equitable Society, Chicago, trustee. Health & Accident Underwriters Conference, Harold A. Gordon, executive secretary; Hooper-Holmes Bureau, F. D. Meacham, Chicago supervisor.

R. L. Hogg, associate general counsel Life Presidents Association, is representing the association at the funeral.

Formal army military services are to be conducted by an army chaplain at Ft. Meyer Chapel adjoining Arlington Saturday at 2 p. m. Accompanying the body will be the two daughters and Ralph Kastner, associate general counsel A. L. C. Numerous eastern friends who were unable to go to Cedar Rapids will attend the Washington ceremonies.

Bureau, Managers' Compensation Aims

(CONTINUED FROM PAGE 2)

as well as the management phase of the problem.

Attending the meeting were H. T. Wright, Equitable Society, Chicago, chairman of the National Association of Life Underwriters compensation committee and a member of the bureau committee; A. J. Johansen, Northwestern Mutual, Brooklyn, K. A. Luther, Aetna Life, and H. A. Schmidt, New England Mutual, representing the managers' association; Dudley Dowell, New York Life, F. H. Haviland, Connecticut General, W. P. Worthington, Home Life of New York, and J. M. Holcombe, Jr., and L. M. Morrison of the bureau. A fourth member of the managers' subcommittee, Osborne Bethea, Penn Mutual, was unable to be present because of the death of his brother.

Says Independent Status Has Been Overemphasized

(CONTINUED FROM PAGE 1)

independent contractor. It is more likely that this is what he shouldn't have been in order to be a success.

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